

AN INVESTIGATION INTO THE ENTREPRENEURIAL EXPERIENCES OF
SELECTED CARIBBEAN ENTREPRENEURS IN LONDON.

MARLON ROBINSON

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Abstract

This thesis focuses on Caribbean entrepreneurs in London. It looks at how they explain and understand their entrepreneurial experiences and seeks insight into how their businesses are operated and sustained. Generally, the literature has shown entrepreneurship to be a complex concept that defies a strict definition, so the thesis also enquires about what entrepreneurship means to Caribbean entrepreneurs. Additionally, it contrasts their experiences to those of non-migrant Britain entrepreneurs. Supported by expert guidance, a case study frame within the qualitative design was employed to investigate the issues. Convenience and snowballing methods were used for selecting the twenty (20) participants. Semi-structured interviews, observations and selected documents were used as data-collection tools. A data-reduction strategy and chosen themes provided the data for analysis. To present the results of the investigation, the thesis uses suitable graphical representations, which served as a launch pad for the analysis of data. An evaluation of the findings demonstrates that the Caribbean entrepreneurs interpret their experiences considering their Caribbean migrant and cultural orientation; and this is manifested in the way they operate their businesses. The procedures, processes and practices of entrepreneurship are even more complex than the observations made from the literature reviewed, hence the presentation of a model that emerged during the data analysis phase. The major themes that are featured in the representation of findings are: core elements; traits; and other attributes. The representation of findings highlights the interconnectedness among the themes which are pillars of survival and surviving. An analysis of the findings also reveals those Caribbean entrepreneurs experience discrimination, racism and challenges that are not experienced by the non-migrant British entrepreneurs. The fresh insights gained from this study can encourage follow-up research, as well as make a valuable addition to the sparse literature on entrepreneurial processes and practices, as they relate to Caribbean entrepreneurs.

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Contents

Chapter 1	1
1.0 Introduction	1
1.1 Context of The Research	2
1.1.1 Individual Context	2
1.1.2 Geographical Context	3
1.1.3 Historical Context	4
1.1.4 Social, Cultural and Migrant Context	6
1.2 Problem Statement and Rationale	7
1.3 Purpose, Objectives, Research Questions	10
1.4 Methodology	11
1.5 Significance of the Research	11
1.6 Limitations	13
1.7 Explanation of Terms	14
1.8 Structure of the thesis	15
Chapter 2	16
2.1 Introduction	16
2.2 A Brief Historical Backdrop	16
2.3 Entrepreneur and Entrepreneurship Explained	18
2.3.1 Conceptualising Entrepreneur	18
2.3.2 Conceptualising Entrepreneurship	27

2.4 Theoretical Frameworks	49
2.4.1 Economic Context	50
2.4.2 Social Context	53
2.4.3 Social Constructivism.....	61
2.4.4 Resource-Based Theory	67
2.4.5 Bourdieu's Theories of Capital and Practice	67
2.5 Entrepreneurship Practices.....	71
2.5.1 Geographical Location.....	71
2.5.2 Customers Care	75
2.5.3 Marketing Strategies.....	76
2.6 Barriers to Entrepreneurship	77
2.7 The Importance of Entrepreneurship.....	79
2.8 Research Designs, Methods and future challenges for Entrepreneurship	81
2.9 Documents Studied	82
2.10 Policy Contribution.....	86
2.11 Summary of the emerging themes.....	87
2.12 Conclusion	115
Chapter 3.....	116
3.1 Introduction	116
3.2 Theoretical Underpinning.....	119
3.3 The Nature of Qualitative Design	126

3.3.1 Why Not a Quantitative Design?	128
3.3.2 The Case Study.....	130
3.4 The Role of The Researcher	131
3.5 Sampling and Sampling Parameters	132
3.6 Data Collection Tools.....	134
3.6.1 Semi-structured Interviews.....	135
3.6.2 Non-Participant Observation	137
3.6.3 Documentary Analysis	139
3.6.4 Alternative Methods Used in Entrepreneurship Research	140
3.7 Analysing the Data	142
3.8 Integration of Data	143
3.9 Data Validation	144
3.10 Some Useful Reflections.....	145
3.11 Limitations	146
3.12 Conclusion	148
Chapter 4	149
4.1 Introduction	149
4.2 Semi-Structured Interviews	149
4.2.1 Personal Information.....	149
4.2.2 General Information	154
Perceptions of Entrepreneurship.....	164

4.4 Observations	166
4.5 Some Contrasting Data.....	169
Conclusion	170
Chapter 5	171
5.1 Introduction	171
5.2 Entrepreneurship Features and Geographical Location	171
5.3 Conclusion	209
Chapter 6	211
6.1 Introduction	211
6.2 Conceptions of Entrepreneurship	211
6.3 Conclusion	250
Chapter 7	251
7.1 Introduction	251
7.2 Finance	251
7.4 Targeting Customers	256
7.5 Customer Profiling	258
7.6 Products and Services	263
7.7 Other Elements	265
7.8 Representation of Findings	267
7.9 Reflection on the representations of the findings.....	269
7.10 Conclusion	273

Chapter 8.....	274
8.1: Introduction	274
8.1.1 Purpose, Objectives and Research Questions.....	274
8.2 A General Overview	275
8.3: Evaluating the Design and Techniques Used.....	276
8.4 Evaluating the Findings	276
8.6 Implications and Suggestions.....	283
8.7 Future Research.....	285
8.8 Some Final Thoughts.....	286
References	288
Appendix I: Letter of Introduction and Interview Request	366
Appendix II: Semi-structured Interview Schedule	368
Caribbean Entrepreneurship	368
Appendix III: Documents used and schedule	373
Appendix IV Observation Schedule	375

List of Figures

Figure 1: Process Model of Entrepreneurship	28
Figure 2 Venture Creation Decision Model for Necessity Entrepreneurship	53
Figure 3: Summary of the literature review and the linkage to the research questions	100
Figure 4: The Initial conceptual framework	114
Figure 5: A Researcher's Toolbox	125
Figure 6: Overlapping Research Framework	130

Figure 7: Location of Participants in London	152
Figure 8: Structure of Business	153
Figure 9: Participants' Years as Entrepreneurs	154
Figure 10: Comparison of Caribbean to Non-Caribbean Customer Base	157
Figure 11: Strategies Participants used to Target Customers	159
Figure 12: How Participants Responded to Economic Factors	160
Figure 13: Pricing Strategies	161
Figure 14: Funded versus Self-Funded for Starting-up Business	162
Figure 15: Obstacles and Challenges Faced by Participants	163
Figure 16: Participants and Themes Chosen for Features of Entrepreneurship	165

Tables

Table 2.1 Schools of Thought on Entrepreneurship	48
Table 2.2: Research Designs, Past and Future Challenges	81
Table 2.3: Documents and Research Links	83
Table 2.4: Themes from the Literature	84
Table 2.5: Summary of the literature review and the linkage to the research	100
Table 3.2: Business Name and Sample Total	132
Table 3.3: Business Type and Sample Total	133
Table 3.4: Methods used in Entrepreneurship as a Percentage of Primary Methods	141
Table 3.5: Data collection methods used for each research objective	147
Table 4.1: Personal and Business Information	149
Table 4.2: Factors Linked to Convenience, Ethnicity and Cost	155
Table 4.3: Words and Expressions Associated with Themed Categories	157
Table 4.4: Participants' Comparison of Selected Factors in UK and Caribbean Business Environment	163
Table 4.5: Contrasting Caribbean and Non-Migrant British Entrepreneurship	169
Table 5.1: Themes from the literature review and findings with the gaps	208
Table 6.1: Themes from the literature review and findings with the gaps	247
Box 4.1: Business Details for the Three Businesses Observed	166

LIST OF ABBREVIATIONS

ACCA -Association of Chartered Certified Accountants

BAME- Black and minority ethnic

BC-Before Christ

BEIS-Business, Energy and Industrial Strategy

BIS-Business, Innovation and Skills

DNA-Deoxyribonucleic acid

DTI- Department of Trade & Industry

EL- Entrepreneurial Learning

GBI- Grant for Business Investment

GEM-Global Entrepreneurship Monitor

GEP- Global Entrepreneur Programme

GDP- Gross Domestic Product

GLA-Greater London Authority

LABS-London Annual Business Survey Reports

LDA - London Development Agency

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.

Signed Morton Robinson Date 3/10/22

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M. ROBINSON

PhD

2022

Chapter 1

Introduction and Overview

1.0 Introduction

This thesis investigates the entrepreneurial experiences of selected Caribbean entrepreneurs in London. Entrepreneurship is multifaceted, characterised by various activities and experiences, thus making it very difficult to fit it into a single conceptualisation. The thesis therefore investigates how Caribbean entrepreneurs interpret their entrepreneurial experiences, as well as how they explain what entrepreneurship entails. In conjunction with these two efforts, is finding out about the convenience and usefulness of embarking on a business endeavour with the hope of making a profit, despite the financial risks involved. Obviously, there are entrepreneurs from a variety of ethnic backgrounds, which suggests that entrepreneurial experiences vary, which further suggests that there are numerous opportunities for comparative research. This study is not a comparative study; however, the nature of the investigation made allowance for a degree of comparison to another group of entrepreneurs. For this reason, the setting of the study is London, the thesis seeks to determine the distinctive facets that separate the Caribbean entrepreneur's experiences from the experiences of non-migrant British entrepreneurs.

This introductory chapter provides a context for the study, the problem statement, rationale, and purpose of the research, including the research questions. It gives a brief description of the methodological processes used in the study before making a case for the significance of the study. Some words and expressions employed in the study are open to other interpretations. The chapter therefore sees it fit to explain these terms to help readers to understand the flow of the arguments put forward. It also makes mention of the limitation of the study. It ends with a brief account of how the thesis is structured.

1.1 Context of The Research

It is importance to consider the context within which the research is taking place. We might conceive as context to mean:

“The circumstances that form the setting for an event, statement, or idea, and in terms of which it can be fully understood.” (Blogscience.com, 2020, p.1). Context is in itself subject to different viewpoints, there is a view that it may be as “situational opportunities and constraints that affect the occurrence and meaning of organizational behaviour as well as functional relationships between variables” (Johns, 2006, p. 386). It was suggested by Gartner (1995) that research on the phenomenon of entrepreneurship must recognise its context in which it has occurred, to avoid underrating factors that are extrinsic and overrating those factors overestimate the influence of intrinsic personal factors in drawing conclusions regarding people’s actions. It might be argued then that context aids in “understanding the nature, richness and dynamics” (Zahra, 2007, p.451). Thus, providing a platform for allowing researchers to conceptualise the conundrum and maze that is entrepreneurship in real life experiences.

The context for this thesis is provided in four parts. These are the individual context, geographical context, a historical context, and a socio-cultural, and migrant context (Katz, 1991; Carland et al., 1996; Casson & Goodley, 2005; Malecki, 2009;).

1.1.1 Individual Context

Traditionally, research on entrepreneurship has concentrated on the notion that it is based on issues pivoted around individuals. Over the last couple of decades, these issues have included the discovery of who is an entrepreneur and what do they do in the process of entrepreneurship, and the search for differences between entrepreneurs and non-entrepreneurs. Some important issues regarding those differences have focused on issues such as economic agents, experiences, education, risks-taking, human demographics, cognitive processes, scarce qualities inherent in their personality and motives for their business start-up decisions (Kirzner, 1979; Gartner, 1990; Carland et al., 1996; Shook, Priem & McGee, 2003; Casson, 2005).

Other researchers have focused on the interplay between entrepreneurs and the recognition and the exploitation of opportunity (Shane & Venkataraman, 2003). While others are caught up in innovation as the central issue (Zhao, 2005; Drucker, 2014). While some researchers have focused on individuals from the perspective of entrepreneurial learning (Dimov, 2007a; Vogel, 2016) Some researchers have tried to detect a genetic research seeking differences in deoxyribonucleic acid (DNA) to drive them to become entrepreneurial (Nicolau & Scott, 2009; Diallo, 2019). Others have asserted that that key to understanding the individual as an entrepreneur is embedded in language which often creates conceptual misrepresentation (Dimov, 2020; Ramoglou et al., 2020).

1.1.2 Geographical Context

To most people the Caribbean is hardly synonymous with entrepreneurship. What comes to mind more readily is its portrayal with reggae music, steelpan, calypso, turquoise water white sandy beaches, rum, sunshine, holidays on a cruise and a vibrant tourism industry. There are thousands of islands in this region and worldatlas.com (2020) stated that the Caribbean is made up of over 7000 separate islands comprising 13 independent nations and 13 territories that are dependent of European nations and the United States. Historically, the entire geographical area is also known as the West Indies. Its location has with well- defined characteristics. Firstly, the region was insular in nature making it vulnerable to attacks from European powers. This facilitated colonisation at the latter part of 1400s. Given the separated nature of the islands geographically, there was more interaction between the colonial powers and the colonies than between the islands. Secondly, the islands of the Caribbean are very small in nature with very dense population. Thirdly, the Caribbean region exist in tropical climate, with sunshine and rainfall all year round. Another characteristic of this region is it hurricane season from June to December. Furthermore, this geographic region has strategic importance in economics and military matters in that it acts as a major hub between Europe and South America on one hand and the North America and South America on the other. Many entrepreneurs have migrated from the Caribbean geographic area to another geographic area, London, which is significantly different from the Caribbean with its own challenges and

orientation. The process of decolonisation and globalisation has escalated the movement and consequentially the growth of populations over geographic regions over time (Kloosterman et al., 1998). There is evidence that many developed economies have experienced an expansion of the number of small businesses and the number of self-employed entrepreneurs, Global Entrepreneurship Monitor, (GEM) (2018). This has also informed the promulgation of the Black Africans communities in the Britain. The Britain national census (2011) found that 3% of the population born overseas related to Black/African/Caribbean/Black Britain when compared to 2001 census which was 1.8%. The focus of this thesis would be on the Caribbean entrepreneurs in London geographic area. London represents the most ethnically diverse cities in the Britain and that diversity extends globally (Benton-Short et al., 2005). London comprises just under 50% of England's ethnic minority population and 31 per cent of its population, in comparison to 11 per cent in of the population of all of England, Greater London Authority (GLA, 2008a). One of the key unique features of the Britain's ethnic minorities, as compared to the rest of the European is the considerable numbers of second- and third-generation migrants which demonstrates its long established-role as a destination for migrants, especially pertaining to those of former colonies. Significantly, London's minority ethnic groups are made up of second- or third-generation migrants accounting: figures reveal 60 per cent of Black Caribbean population were born in the UK (GLA 2008c). The relevance of this might be that they have differences in education and resources in their entrepreneurial pursuits as compared to the migrants from the Caribbean. London thus provides a rich source of entrepreneurs from a Caribbean heritage to explore and gain an understanding of their experiences in this research.

Research by Malecki (2009) has reinforced the argument about the importance of geographic location of entrepreneurs by concluding that some areas are much more entrepreneurial than others because of a host of variables.

1.1.3 Historical Context

The historical context might be explored in two ways, looking back at the historical circumstances of Caribbean entrepreneurs and history context might be as the set of antecedent factors that constrain or enable entrepreneurship or in contrast, when

viewed as a way of 'theorizing context', history might be view from an interpretive perspective that offers insights into the theory of entrepreneurship itself (Baumol,1990).

When the Caribbean nations are highlighted in international news it is not about its perception for providing financial services but about its connection with offshore tax sanctuaries and a place for the wealthy to amass their wealth (Minto-Coy & Berman, 2016). To understand the Caribbean entrepreneur, understanding the entrepreneur in present day needs an understanding of the circumstances and background of this region. Anderson (2000) has suggested that this region has always been viewed as extraneous and no more than peripheral in nature. Anderson argues that this has been so since the 1600s. The Caribbean region was a facilitator for the growth of the capitalist ideology will little or no involvement of in the advancement of the capitalist ideology (Higman & Monteith, 2010). Their view is well summarised as follows:

Imperial government made the rules encouraging and controlling enterprise ...particularly through slavery, denying the full participation of most of the people in capitalist development. In this way, the business history of the West Indies can be understood as the internal history of capitalism and the taproot of imperialism (pp.6).

Another relevant issue in contextualising Caribbean entrepreneurship was the part played by culture, race, and ethnicity (Nicholson & Lashley, 2016). Storey asserted as cited in Minto-Coy, Lashley & Storey (2018) that employment opportunities were limited to working on plantations of the economies of the Caribbean. Further, the Caribbean entrepreneurial class was impacted upon by government policy and the education system. The design and structure of systems of education in the Caribbean were more focused on advancement of employees rather than that of an entrepreneurial class focused on innovation, learning and the willingness to take risks (Lashley, 2012). Furthermore, there were challenges surrounding access to finance. The colonial banks were set up with the specific remit to provide finance to plantation owners provided a degree of prejudice along ethnic lines. It appears from these dynamics that Caribbean entrepreneurial traits and potential were in some way linked

to historical factors, their colonial system, culture, education system (Mueller et al., 2004).

As indicated by Monteith (2010):

their [the banks] assessments of risk and creditworthiness were also based on assumptions about ethnicity. . .that people of non-European ancestry in general lacked sufficient monetary and commercial responsibility (p.125).

It seems that the above challenges have worked to create a type of entrepreneur very determined to survive in the face of adversity. They can be termed plantation entrepreneurs have a very strong internal control of the destiny. Historical context as suggested by Welter (2011) is contrasted by the recognition of theory contextualisation so that the boundaries are known both situationally and temporally and that historical context influences entrepreneurship in terms of its nature and extent. Historical contextualization as asserted by Wadhvani (2017) in this sense, then can be defined “as the analysis or interpretation of past event(s), in relationship to their time and place, in ways that address a question or problem that arises in the present” (p.3).

1.1.4 Social, Cultural and Migrant Context

The social and cultural context is relevant to entrepreneurship as entrepreneurial activities occur in an environment of cultural processes and in a social and cultural environment (Weber, 1994). As such, research should concentrate on the socio-cultural attributes of entrepreneurship and how actions are impacted upon by the opinions, values, perception, customs. These factors in no small way give rise to the entrepreneur and entrepreneurship.

Often qualitative research requires a great deal of narration of research settings as it is inextricably linked to the research participants and the narrative provide a detailed description within which people’s conduct and action occur (Geertz, 1973).

Caribbean entrepreneurs have existed for many decades in London making a meaningful contribution to the Caribbean diaspora and to the wider society for example through the largest carnival event in Europe, Notting Hill carnival. Despite this very

little is known about them. They have brought with them their own cultures to the Britain, and It would be of useful and interesting to explore, understand and interpret the experiences of these Caribbean entrepreneurs and their descendants who have migrated to London seeking better opportunities and a better way of life through entrepreneurship. Entrepreneurship among Caribbean migrants would not only provide their accounts of their experiences, but also on interpreting how they conceptualise the phenomenon with their settings. The researcher might gain a better understanding and description by considering the social and cultural aspect of this group that is being researched. Caribbean entrepreneurship can also be viewed in the context of migration. Migratory opportunities presented itself from the 1940s onwards due to the policies of the government of the United Kingdom. In post 1945 there was a focus on post-war economic recovery and significant demands for labour immigrants were welcomed from former colonies (Castles et al., 2013).

1.2 Problem Statement and Rationale

Having surveyed the London area, I have observed many Caribbean businesses, some carrying in its business name the word Caribbean, others are owned by descendants of Caribbean people, while some of these businesses are owned and managed by Caribbean migrants. Very little research has been done on Caribbean entrepreneurs in the United Kingdom (Ram & Jones, 2006). I realised that in the UK research on Caribbean entrepreneurship is largely unexplored and exist in a state of oblivion. There is a great deal of debate in the literature as to what is entrepreneurship. (Bygrave & Hofer, 1991; Shane & Venkataraman, 2000; Eckhardt & Shane 2003; Veeraraghavan, 2009). Admittedly, extensive research has been undertaken on ethnic entrepreneurs both in the United States and Europe (Light, 1972; Waldinger, 1996; Razin, 1993; Kloosterman,1998; Masurel et al., 2005; Light& Gold 2008). This does not necessarily mean 'one size fits all' in terms of their entrepreneurial experiences. Further, the literature surveyed it is quite sparse in addressing the experiences of Caribbean entrepreneurs and how entrepreneurship is viewed from a Caribbean perspective? From anecdotal evidence, and preliminary discussion with some of these entrepreneurs in London on their perspectives on entrepreneurship there seem to be variations on perceptions of entrepreneurship, including significant challenges, from

which, in many instances, provide both contrasting views as well similarities to the existing literature on entrepreneurship. Although the Caribbean is a very close region geographically, these differing perspectives might be influenced by many factors including historical cultural, social, ethnic education and economic factors. Further, According to Dheer (2017) there are many categories of migrant entrepreneurs made up of many groups with the academic discourse on ethnic entrepreneurship they unveiled and packaged as analogous entity, superficial way. Research among Black African is considerably less when compared to other noticeable ethnic minorities (Daley, 1998). Where research does exist among blacks, they are lumped together with the title African-Caribbean as a categorization (Nwankwo, 2005). This categorization among academics, and public authorities seems hazy and murky, and this may be connected to a miscarriage by academic research to acknowledge the secular, spatial, cultural differences in different ethnic group.

Therefore, the focus of the research is to determine how entrepreneurship is contextualised among this group and capture their experiences of entrepreneurship. Black businesses, including Caribbean businesses make a significant contribution to the economy of the Britain for example, London Development Agency, (LDA) (2005) estimates that in London over 66,000 Black businesses exist generating a total turnover of £90 billion. This research ultimately contributes to our understanding of the phenomenon of entrepreneurship from a Caribbean perspective and would help to add to the existing body of literature on the phenomenon that is entrepreneurship.

The motivation behind this research work is based on – (1) my Caribbean upbringing that gave me my start as an entrepreneur; 2) the UK government's promotion of entrepreneurship generally; (3) A desire to interpret the experiences the Caribbean entrepreneur's interpretation of their experiences on entrepreneurship.

As a young entrepreneur in the Caribbean, I operated a small business for approximately 6 years. Within the first year I began to identify the risks involved in managing a small business. For example, I had my first experience with financial risk when I realised that I had insufficient start-up funds to run a profitable business. Another risk that surfaced was employing people with the skills required to run the

business effectively. By the time the business folded, my interest in entrepreneurship had peaked. I never had a conception of entrepreneurship, yet I saw myself as seeking out money for survival and taking advantage of opportunity, managing risks and a strong desire to expand my business and contribute to the economy of my country.

On migration to the UK, my interest entrepreneurship deepened. Having obtained a Master of Science (MSc) degree in Finance and Accounting, a Master of Business Administration (MBA) degree and a professional qualification - Association of Chartered Certified Accountants (ACCA), I became a Certified Chartered Accountant. This job affords me many opportunities to interact and provide advice to many entrepreneurs. To do this effectively, I often revert to the literature review that I conducted during my studies. This is because there is a close link between accounting and entrepreneurship. My interest in entrepreneurship continued so I constantly look at online material to boost my knowledge. It was during this time that I came across the UK policy on entrepreneurship and developed a fascination with this phenomenon. I have encountered many views on what entrepreneurship is. Different views from different people which sparked further curiosity in the phenomenon of entrepreneurship. Being aware of the theories advanced by scholars and based on experience and the literature, I asked with interest among Caribbean owned business their view on entrepreneurship. This query, along with my Caribbean experience, has led me to a deep interest in understanding entrepreneurship among Caribbean businesses in London. I felt the term entrepreneurship cannot be a one size fits all view but might be spatial, context related, culture related, history related, among other factors. Entrepreneurship continues to evolve with new perspectives and quagmires emerging, one of which is Caribbean entrepreneurship among an ethnic diaspora. Caribbean entrepreneurship emergence has brought with it its own appearance, perspectives, conundrums which often questions the status quo as to their characterisation of entrepreneurship within the conventional knowledge of the day.

The case for research into Caribbean entrepreneurs is a compelling one. An article by the Migration Policy Institute entitled Britain: A Reluctant Country of immigration (2020) highlights that there is more diversity and immigrants in the 21st century than at any other time in its history. This migration policy has distinctive features of culture,

religion, social and ethnic assortment (Benedictus, 2005). Many from with this grouping form the basis of entrepreneurship within black and minority ethnic (BAME) (Nwankwo, 2005). Further, the variety and mixture of ethnic minorities is multifaceted in nature, being described in the academic evaluation of black businesses in London in 2004 found over 66000 in numbers and revenue worth over 90 billion. As such, this provides impregnable position to conduct research on Caribbean entrepreneurship. Ethnic minorities, more so recent arrivals, have been associated with high entrepreneurship levels (Clark, Drinkwater & Robinson, 2017). However, it should be noted that ethnic entrepreneurship has also been connected with certain industries that offer low levels of profits such as the retail trade, food and beverage, services such as hairdressing, barbering and generally personal services (Dana & Morris, 2007). Drawing on the mixed embeddedness theory entrepreneurs from a minority background face many predicaments as well as prospects (Kloosterman et al., 2002). As such they need to effectively manage and address these predicaments and prospects. As such, this thesis explore entrepreneurship from the perspective of Caribbean entrepreneurs. It aims to provide an original contribution thereby adding to the field of entrepreneurship and charting a relatively untouched area within this field. A recent study in Scotland by (Ullah, Rahman, Smith, & Beloucif, 2016) examined the influences on ethnic entrepreneurs in that region. Despite a vibrant Caribbean diaspora in Scotland, no entrepreneurs from within that diaspora was included in that study. Therefore, given the virtual non-existent data available on Caribbean entrepreneurs a case is made for understanding the experiences of Caribbean entrepreneurs in this thesis.

1.3 Purpose, Objectives, Research Questions

The purpose of the research is to investigate the entrepreneurial experiences of selected Caribbean entrepreneurs in London. From this broad aim, these objectives were formulated:

1. Elicit from selected self-identified Caribbean migrant entrepreneurs how they conceptualise entrepreneurship and its processes.
2. Explore the experiences of selected Caribbean entrepreneurs, considering their cultural orientation as well as the theories that underpin the research.

3. Gain insights into the operations, skills, and practicalities of Caribbean entrepreneurship in London; and

Identify contrasting cultural views on entrepreneurship within self-identified Caribbean migrant perspectives and those of non-migrant.

The overarching question is:

How do selected Caribbean entrepreneurs in London interpret their entrepreneurial experiences within a cultural and migrant framework?

The sub-questions are:

1. What do Caribbean entrepreneurs say is the process of entrepreneurship?
2. How do selected Caribbean entrepreneurs describe their understanding of entrepreneurship?
3. How are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised?
4. What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants?

1.4 Methodology

This study is concerned with developing explanations of social phenomena (Hancock, Ockleford & Windridge, 2009). It aims to make sense of the lived experiences of a selected group of Caribbean entrepreneurs. To this end, the study employs a qualitative design. This is in line with Creswell's position of "interpretive inquiry" in which researchers interpret "what they see, hear and understand" (2009, p.176). Similarly, Bell (2009, p.7) asserts that researcher who adopts a qualitative perspective focus on understanding "individuals' perceptions of the world". Chapter three gives a detailed account of the methodological approaches employed in this study.

1.5 Significance of the Research

The study's main concern is about Caribbean entrepreneurs' interpretation of their entrepreneurial experiences in London. Based on the literature reviewed, researched material about Caribbean entrepreneurs is sparse. I have noted that information about Caribbean entrepreneurs is either linked to research on Latin America and/or Africa, or even to other ethnic minority groups (Călin & Dumitrana, 2001; Volerty 2007;

Spillan, Virzi & Garita, 2014). This study puts emphasis on the experiences of Caribbean entrepreneurs, which include the challenging encounters that they have faced from the start up to where they are on that journey. Generally, like other studies have focused on entrepreneurship, this study has economic and social value for the Caribbean and wider societies in England. However, the significance of this research is viewed from these other perspectives: Caribbean migrant entrepreneurs, Caribbean entrepreneurship associations, policy makers and a personal level.

Caribbean migrant entrepreneurs: This group could benefit from the study by noting potentially, the difference that can be made in lessening challenges faced, if all concerned are fully informed of government's initiatives and policies that guide the entrepreneurial process. In other words, Caribbean migrant entrepreneurs' approaches to entrepreneurship are likely to be progressive and productive if they are guided by informed decisions. The study can also boost their current business development by encouraging them to work on their weakness and build on their strengths.

Caribbean entrepreneurship associations: All the Caribbean-focused national, regional, and international associations, have laudable aims and objectives that they are working hard to achieve. The study can play a vital role in helping these associations to exercise their missions. For example, the African & Caribbean Business Council (ACBC) seeks to promote, preserve and project "the business interests of African and Caribbean entrepreneurs", by doing the following:

- Formulating and propagating policies and viewpoints of African and Caribbean entrepreneurs on business issues that affect them; and
- Influencing the environment in which African and Caribbean entrepreneurs can operate and compete effectively and efficiently (ACBC, 2021).

This study can help this association formulate its policies in a way that can directly address the needs of the Caribbean migrant entrepreneurs in London.

Policy makers: Policies are important because they provide useful guidelines on how an organisation or group of people should operate, if that organisation or group is to become well-organised and efficient. This study has much relevance for policy

makers, since the purpose of entrepreneurship policies is to encourage socially and economically productive activities by individuals who act independently in business (Henrekson & Stenkula, 2009). This study can influence policy that are directed to assisting individual Caribbean entrepreneurs.

Personal benefit: I have benefitted greatly from conducting the research. As a former entrepreneur, and one who is considering a return to entrepreneurial activities, the findings can help me to focus my thinking in a way that will lessen the impact of the challenges that are part and parcel of the business world. Additionally, my entrepreneurial experiences are Caribbean based. Having first-hand knowledge of how Caribbean entrepreneurs in London conceptualise entrepreneurship, and how they interpret their entrepreneurial experience, will provide the insight and guidance that I think will be particularly important to me, as a prospective entrepreneur in the London context.

1.6 Limitations

The researcher acknowledges that there were several limitations to the study. One of these limitations has to do with the issue of the management of time. It was extremely challenging at times trying to balance work, family life and the research all at the same time. Research projects have timelines so there were struggles to meet the deadlines. The Covid 19 pandemic changed everything. As a result of this a major limitation that occurred during this study was the enormous adjustments to my schedule. For example, some interviews were conducted over the telephone rather than face-to-face resulting in a loss of physical contact with some participants. The pandemic caused stress and strains mentally and it also required academic meeting my online rather than face to face. The university has provided resources such as office space and support facilities for PhD students and all of this changed to homeworking which is an important area of support for researchers. Covid 19 affected me personally during my research with a significant loss of income and I had to switch from being a full-time to part-time in my final year as a direct result of coping with the loss of income in order to cope with the university fees as a self-funded student.

1.7 Explanation of Terms

Caribbean Entrepreneurs: (1) Entrepreneurs who were born in the Caribbean but migrated to the Britain and have set up businesses.

(2) Entrepreneurs who are first and second descendants of Caribbean nationals who are carrying on businesses using the Caribbean franchise. This includes descendants of what is called the Windrush generation.

Non -Migrant Entrepreneurs: Entrepreneurs who are native to the Britain and are mainstream. They do not self-identify as ethnic entrepreneurs.

Ethnic Minority: This expression is used to describe people of non-white ethnic groups. It is often used in the same context as Black, Asian, and Minority Ethnic (BAME).

Small Business: A company that has any 2 of the following:

(1) revenue of £10.2 million or less, £5.1 million, or less on its statement of financial position; and

(2) 50 employees or less (Companies House).

Success: For this study, success is viewed as:

(1) expansion of the business.

(2) Achieving financial freedom.

(3) Finding happiness in what one does; and

(4) The ability to survive in the face of many challenges.

Windrush Generation: The first non-white large-scale West Indian settlers in Britain after World War II (Whitfield, 2006). They arrived on the S.S. Empire Windrush in 1948 in Tilbury.

1.8 Structure of the thesis

Following this chapter is the *Literature Review*. It offers a brief history of the entrepreneur, some conceptualisations of entrepreneurship and a theoretical framework for the study. It also tells how different policies work together to promote the growth of entrepreneurial activities. *Chapter Three* informs of the methodological processes that guided and maintained the research. Having highlighted the theories that underpinned the research, it explained why a qualitative approach was best suited for the study. Also featured are the researcher's role, how data was validated and some pertinent reflections on the data-collection exercise. *Chapter Four* is mainly some graphical representations of the findings. The analysis of data is presented in *Chapters Five, Six and Seven*, under the themes *Geographical Location*, *Scrutinising Concepts of Entrepreneurship* and *Pathways to Caribbean Entrepreneurship*, respectively. *Chapter Seven* ends with an introduction of a representation of findings that emerged during the data-analysis exercise. The concluding chapter, *Chapter Eight*, summarises the findings of the entire research exercise, identifies some implications and proposes suggestions for future research.

Chapter 2

Contours of Entrepreneurship: A Review of Related Literature

2.1 Introduction

This chapter presents a review of the central themes that are directly linked to the study. It is an analytical discussion of interconnected theoretical approaches, research findings, methodological approaches used by researchers and policy-related documents. The theoretical discussion is developed under broad subheadings – social, economic, and psychological, which are linked to the many conceptualisations that attempt to explain what entrepreneurship entails. There are therefore many related links and overlaps among the theoretical subheadings. This is however useful since the links help to explain existing research, key research design techniques and different policy perspectives via the themes selected for review. Before exploring the theories that underpin the research, I consider it necessary to offer a historical backdrop about the origin of the entrepreneur, a summation of the ethnic entrepreneur and a consideration of how entrepreneurship is perceived by experts in the field. These accounts can provide a contextual framework for understanding the various features of main subject matter – entrepreneurship. It is followed by exploring how entrepreneurship is conceptualised.

2.2 A Brief Historical Backdrop

The purpose of this section is to provide a brief account of how the word entrepreneur was originated and how it has made its way into the English vocabulary. This context is necessary because it aids of understanding of the main theme of the research work undertaken.

The origin of the word *entrepreneur* dates to 18th Century French writers. The story of the word's beginning sheds much light on how it has been conceptualised through the centuries right down to the 21st Century. Centillion, and Irish banker and economist, was the writer who was credited with coining the word entrepreneur. He viewed an entrepreneur as one who is involved in buying and selling with the aim of achieving a

profit. Cantillon explains that entrepreneurs buy at a certain price to sell again at an uncertain price, with the difference being their profit or loss (Cantillon, 1755, p. 8).

About twenty years later, Quesnay (1766), a noted economist of his time, referred to the term entrepreneur in the context of the agricultural sector. He advanced the idea that the entrepreneur was a farmer who paid a fixed cost of rent to secure an interest in properties and entered production of specific amounts with given buyers at a pre-determine price. His focus was that the entrepreneur was someone who supplied the financial resources, namely, capital and a focus on reinvestment in the production process to expand the scale of production from small to large. Baudeau (1771) was another French writer who made mention of the word entrepreneur. He put forward the notion that an entrepreneur was an agent of the economy that provided two main functions – (1) as an undertaker of a business; and (2) as the bearer of the risks involved. It should be noted that eighteenth century economists kept their focus on the various aspects of an entrepreneur right up until mid-nineteenth century and early twentieth century when the word entrepreneurship entered into the business discussions (Schumpeter, 1912;1949).

Evidently, thoughts about what makes one an entrepreneur have been around for centuries, though not formally known by that name. With regard to undertaking complex business projects, Baumol, Landes, & Mokyr (2010) reports that the history of enterprise can be traced back to the period 1200 before Christ (BC) in Mesopotamia, a region situated in Western Asia where there was an emphasis on the application of economic ideas and land trading. The trend of emphasising and applying economic ideas has continued to twenty-first business activities. For example, a business may experience economic growth because it capitalises on developing a natural resource. But there is more to the history of the entrepreneur than seeing the economic results of a particular action. Douma (2018) contends that the historical study of entrepreneurs might be curtailed “because it resembles too much of the old-fashioned “history of great men. Douma sees this as depending on individual decision-making, rather than on other dynamic social and cultural changes that have taken place over time. This is not an isolated perception because others share similar views about insufficient information about the historical evolution of the entrepreneur, yet some writers

recorded accounts of how economies and business evolved (Casson & Casson, 2013; McCaffrey, 2013). However, what comes through from the various views is the fact that a study of the history of the entrepreneur is crucial in understanding the many conceptualisations that have been offered by researchers and others to explain the word entrepreneur over the centuries.

2.3 Entrepreneur and Entrepreneurship Explained

The conceptualisation of entrepreneurship is an important dimension of the research from the perspective of Caribbean entrepreneurs. As such it would be useful to examine how both the entrepreneur and entrepreneurship has been explained from scholars so that these can help to inform the conceptualisation in the Caribbean context.

There is no *entrepreneurship* without *entrepreneurs*. In other words, it is difficult to explain one without employing a hint of or referring to the features of the other. For example, it is a popular belief that entrepreneurship involves taking risks (Gartner, 1990, p.28). But risk taking is also associated with the entrepreneur (Timmons, 1994; Chen, Greene, & Crick 1998; Groot, Nijkamp, & Stough, 2004). This implies that there is a binding interrelationship that sometimes warrants using the activities of one to explain the processes of the other. The two words can be understood within different field contexts such as history, sociology, and psychology; and when cultural, political, and economic elements surface from inside these broad categories, on conceptual level, both words are multifaceted and complex. Yet, an examination of the literature has uncovered several definitions and interpretations that researchers and others have used to explain entrepreneur and entrepreneurship. This section attempts to demonstrate how both words are conceptualised.

2.3.1 Conceptualising Entrepreneur

This research focuses on Caribbean entrepreneurs and it would be useful starting point to consider how the term entrepreneur is conceptualised in the literature.

The considerations given by scholars, economists, and others about what typify an entrepreneur is intertwined in a conceptual, theoretical, and practical realm.

Accordingly, conceptualisation of an entrepreneur should therefore be based on what economists see, think, and feel and what researchers believe, based on their theoretical, conceptual and language perspective (Dimov, 2020). Looking at the entrepreneur through the economists' eyes exposes the conflicting relationship between economists and the entrepreneur. This is based on Uzunidis and Boutillier's (2014) assertion that although the entrepreneur is linked to economic activities, entrepreneurs per se are of "relatively little interest to economists themselves". Their focus is on macro and micro-economic analyses. Uzunidis and Boutillier further explain that transactions done between entrepreneur and economists are to concentrate on changes "introduced into the capitalist economy", not on profiling talented entrepreneurs (2014). But looking at the position taken by Drucker, concentrating on changes should not slight the entrepreneur. Drucker (1985) contends that an entrepreneur is an explorer of transformation and can react and harness change. It is highly likely therefore that changes noted in the capitalist economy are because of the entrepreneur's actions. In other words, it is those same businesses that the entrepreneurs create that are bringing notable changes to the economy.

From the researcher's perspective, deductions made about the entrepreneur are gleaned from thought patterns that are formulated from an analysis of various theories and concepts. This is where the importance of language stands out. Given that language involves "all kinds of schemata, conventions, rules and so on, which the people who live this kind of life use to guide their meaning-making and management, consciously or unconsciously" (Harre, 2009, p. 134). It is thus expected that the explanations offered for entrepreneur are many and varied.

It is acknowledged that challenges, risks and making a profit are associated with the life of an entrepreneur. This is not a recent acknowledgement. As far back as the close of the nineteenth century, Mills (1848) opines that the entrepreneur is an undertaker of risks with the aim of achieving profit. Walras (1892) has a similar thought, but the gist is about combining agents of production, land, labour, and capital in the production process; no business profits is expected since the focus is on returns achievable on these agents. At the core of identifying an entrepreneur, is the risk-taking role. That willingness to take risks is essential in the making of an entrepreneur and therefore

they possess a low risk aversion (Timmons,1994; Chen et al., 1998; Feng & Rauch, 2015).

Casson puts forward the view that the entrepreneur is “a person who specializes in making decisions about how to coordinate scarce resources” (2003, p.132). Carson’s position seems to put the issue of judgement at the heart of an entrepreneur’s actions. He proposes that the entrepreneur is a specialist who makes decisions that require judgement about how limited resources are arranged. This seems to be what Barth (1967) refers to by viewing the entrepreneur as a social agent for transformation indicating that this is a specialist role in a business. Much earlier views about the entrepreneur as someone who is essentially a dramatic innovator (Schumpeter, 1912), is contrasted to the notion that an entrepreneur is simply an explorer of transformation, who can react and harness change (Drucker, 1985). Kerr, Kerr, & Xu (2018) consider these explanations in a wider context by introducing the notion of entrepreneurial traits, which emerge out of disciplines that include psychology, sociology, and economics.

The notion of traits tends to support the view that the entrepreneur theme is based on individuals who possess distinctive features in their personality and have special capabilities (Gartner, 1990). These traits are important as research has shown a link between these traits, start-ups and identifying successful entrepreneurs (Nandram & Samson, 2000; Åstebro, Herz, Nanda, & Weber, 2014). Research has shown that traits can be used as a good indicator of the start-up decision by entrepreneurs and achieving successful ventures (Frank, Lueger, & Korunka, 2007). A review of the data suggests that they make judgemental decisions as a common cognitive trait (Casson, 1982). It was suggested that entrepreneurs are not homogeneous individuals, suggesting that they are not linear in what they think and do, but that they are heterogeneous individuals appearing in different shapes forms and sizes (Carland, Carland & Stewart,1996). Entrepreneurs therefore possess many different traits that may be linked to starts-up and entrepreneurial success. Another trait linked to the entrepreneur is their desire for achievement, research suggest that start-up entrepreneurs were linked to the need for achievement. (Korunka, Frank, Lueger, & Mugler 2003; Frank et al., 2007). Determination is embedded with the need for achievement (McClelland, 1987). Research undertaken that was based on analysis

50 academic studies found that determination was one of the key features possessed by a successful entrepreneur since it produces the energy and vigour to focus on goals and overcome challenges as they arise (Timmons, 1994).

Other traits which are linked to entrepreneurs such as the internal locus of control. The idea is focused on a belief system possessed by entrepreneurs that they have control over their future path (Kessler et al., 2012). Previous research has also revealed a link with having an internal locus of control and the ability to commence entrepreneurial activity (Brockhaus, 1982; Mueller & Thomas, 2001). Many entrepreneurs believe that they can direct their own paths and through their own endeavours and competences, they can achieve success (Amit, Glosten, & Muller, 1993). The idea about success is shared by Shaver & Scott (1992) who claim that skills, attributes, and actions drive successful entrepreneurs. However, Kerr et al. (2018) caution that there is a challenge in measuring performance and venture success objectively. Besides, to do this objectively, an entrepreneur needs self-confidence. Self-confidence according to Chen et al. (1998) is characterised by innovation, taking marketing activities, management, and financial control. But the issue of objectivity gets more complicated when some academics go as far as to use a genetics approach to try to detect entrepreneurs as individuals with special genes (Nicolau & Shane, 2009). Others see learning as a trait that is connected to the entrepreneur. One such learning trait is the exploitation of opportunities that occurs through venture learning (Berglund, Dahlin, & Johansson, 2007). Added to this outlook, is the issue of linguistics and the over dependence on conceptual scrutiny to understand who really an entrepreneur is (Ramoglou, Gartner, & Tsang, 2020).

Another key trait of entrepreneurs is the need for independence, which is believed to be a pull factor that is linked to entrepreneurs (Mueller & Thomas, 2001). Factors such as early training, exposure to business and a culture that encourages the search for business opportunities, all contribute to the independence of entrepreneurs (Shane, Kolvereid, & Westhead, 1991; Kolvereid, 1996; Carter, Gartner, Shaver, Gatewood 2003; Van Gelderen & Jansen 2006; Williams & McGuire, 2010). Ownership and control, with complete autonomy of business, fit with many entrepreneurs' desire for freedom to do what they want, without the shackles of accountability to someone else;

and therefore, one can make decisions on objectives that are based on their own approaches, which allows flexibility in terms of and be flexible with time management (Breugh,1999). Breugh's view appears to point to the position of Hessel, van Gelderen, & Thurik (2008) that link the entrepreneur's independence to innovation and creativity. Independence it might be asserted is an opportunity to pursue a start-up up venture (Van Geleren & Jansen, 2006). Independence is linked to entrepreneurs starting their own business as this gives them control of their destiny and brings financial autonomy even which involves some risks (Carland, & Carland & Pearce, 1995).

The innovation that Hessel et al. (2008) refers to is not the one that is linked to technological invention, but rather to the invention of goods and services related to an entrepreneur's activity in a social and economic context (Drucker, 1985). Innovation also involves bringing forward something new Sundbo (1998), which is linked to the creativity that Hessel et al. (2008) mention. Innovation may also be linked to taking a similar product or service to address market needs and using ideas to capture opportunity and create uniqueness (Johnson, 2001; Zhao, 2005). Obviously, there is a positive relationship between the entrepreneur and innovation, which plays a role in the prosperity and growth of a business.

There is therefore no "one size fits all" explanation of the word entrepreneur, it is a multifaceted term in spite of the common features such as independence, risk, creativity, innovation and opportunity that appear in the many explanations offered (Carland et al., 1996; Hessel et al. 2008). What is also obvious is Willerdind, Prado and Lapolli's (2012) contention that the actions of the entrepreneur are the conduit for entrepreneurship, which provides a foundation for social, political, and economic progress. When one describes an entrepreneur, there is a view that the concept is a constructed and is no more than a semantic divergent of views suggesting that it is open to different interpretations from different people (Dimov, 2020). Further, words reflect concepts but is often ambiguous in nature. Drawing on an analogy of Aesop's fable about the blind man and the elephant is a good example. When attempts are made to come to term with a describing who is an entrepreneur some academics see trees, others see snakes, yet others see a rope. Suggesting that it is not important to

look at who but what is the underlying intent of their mental and physical efforts. To develop as argument further by examination of Caribbean entrepreneurs through having special personality traits as compared non-entrepreneurs is akin to the construction of a form of synthetic reality (Ramoglou, Gartner & Tsang, 2020). In any event such ontological dedication is challenged on the basis that non entrepreneurs might also possess personality traits when faced with similar circumstances. The fact that respondents have identified characteristics of personality does not necessarily correlate with them being an entrepreneur. Some academics assert that this approach may be linked to searching for answers to the wrong question (Ramoglou, et al., 2020). They assert that methodological approaches whether they be interviews, observations, and documentary analysis to somehow explain who an entrepreneur is may indeed be flawed and equivalent ontological disorientation. Almost 70 years ago Wittgenstein (1958) philosophy suggested that this approach was trapped in linguistics and intellectual confusion. The truth as perception of the world may not be the same as perception of language. Further to somehow suggest that an entrepreneur is an individual aligned to opportunity exploitation as posited by Shane and Venkataraman (2000) is equivalent to theoretical misrepresentation (Ramoglou, et al., 2020). The fact that entrepreneurs have identified a pool of characteristics that they belief links them to an entrepreneur does not correlate to research that has discovered the "Holy Grail" of who an entrepreneur is. There are epistemological weaknesses in searching for qualities of entrepreneurs since one can argue that they operate in a dissimilar environment with different circumstances as non-entrepreneurs (Gartner, 1990). Moreover, entrepreneurs are assumed to be economic agents who behave a similar fashion is to assume that non-entrepreneurs do not possess entrepreneurial qualities, this is nothing more than to be trapped in an illusion (Gartner, 1998). Put another way, who is to determine how those who are non-entrepreneurs would have acted had they been exposed to a similar environment with similar circumstances (Ramoglou, 2013). Caribbean entrepreneurs it could be argued operates in different environments with different circumstances. Clearly analysis must not just look at that and draw conclusion based on the qualities found in entrepreneurs. This is too simplistic, and one must consider who an entrepreneur is from both an epistemological and ontological perspective. When the question is asked who an entrepreneur is it suggest as Dimov

(2011) homogeneous cases of entrepreneurs. This view according to Gartner's (1988) judgement is a misleading conundrum. This does not mean that examination of the characteristics of entrepreneurs should be abandoned. Some academics have made compelling arguments in favour of this approach (Kerr et al., 2018; Lu, Lu, Daguo, Huang, Li Jian, Ze & Reve, 2020). In the quest to explain who exactly an entrepreneur is there is the challenge of likening the entrepreneur to the analogy of an actor in a game. We focus on defining the game as introducing new products and services. To attempt to conceptualize who is an entrepreneur from a Caribbean perspective might lead to a confinement within our minds, a restricted view on the nature of understanding who an entrepreneur is (Heidegger, 1996). Take Heidegger's argument further our mind might have a confined and contained conceptualisation of an entrepreneur and the question might be asked whether the world we live in might extend beyond the confines of our mind? If we are to truly conceptualize who an entrepreneur is, we must move beyond our mindset as researchers and accept humans' beings for who they are, lived experiences of individuals who think, feel and act. If we can think of entrepreneurs as people taking part in an ongoing game with many unpredictable outcomes, then the term entrepreneur emerges out of being a player in that unfinished game. In a sense then we can conceive entrepreneurs as contestants in an unfinished game. Entrepreneurs and by extension opportunity can be thought of as names inherent in the game. Opportunity emerges in two ways being in the game allows the opportunity to launch goods, services, and ideas and secondly there is an opportunity to be a winner in the game (Dimov, 2020). The answer from this research suggests players with different styles in an unfinished game all try to win. In attempting to answer the question there have been many approaches. Some academics use the traits approach to identify an entrepreneur (Kerr et al., 2018). Some academics push the boundaries further and try to use a genetics approach to detect individuals who are entrepreneurs with a focus on identifying special genes that they might possess (Nicolaou & Shane, 2009). Sadly, this approach has not been successful. There is a view that the meaning behind the term entrepreneurs as different and extraordinary individuals comes from fallacious language, we adopt suggesting that it is all down to a conceptual scrutiny (Ramoglou et al., 2020). An entrepreneur may therefore be conceived from multiple dimensions.

Ethnic Entrepreneurs: It is important to examine the term ethnic entrepreneurs since by their very nature, Caribbean entrepreneurs are considered ethnic entrepreneurs. The term ethnic entrepreneurs arose out the notion that such entrepreneurs existed in certain communities characterised by migrant communities whose major focus was the supply of ethnic goods and services (Wishart, 2010). However, there is a view that that to understand ethnic entrepreneur's experiences involves considering the social, economic, and political conditions that all impinge on their way of life in the host country (Kloosterman, van der Leun & Rath 1998; Ram & Jones, 2009). Ethnic entrepreneurs are largely self-employed individuals attracted to specific sectors within the economy for example, retail, restaurants, construction service sectors such as hairdressing, barbering and beauty salons (Kirzner, 1979; Kloosterman, et al., 1998). Ethnicity and entrepreneurship, studies by Boissevain Blaschke, Grotenbreg, Joseph, Light, Sway, Waldinger, & Werbner (1990) and Ado Chrysostome, & Su, (2016) have indicated that ethnic entrepreneurs work with the resources at their disposal to exploit opportunities and in so doing are building their inherent features. Secondly, their capital and skills requirements are minimal with very little restrictions to entry into their sectors. Thirdly, they employ family members and friends within their social networks as a strategy to keep cost down, thus the use of social capital to achieve economic aims. They focus on markets made up of similar nationalities as theirs which is largely crowded out to non-ethnic entrepreneurs.

Moreover, ethnic entrepreneurs have all be lumped together as if homogeneous, under this umbrella term and there is increasing evidence that they are all diverse in nature with evolving patterns of migration (Ram, Trehan, Rouse, Woldesenbet, & Jones, 2012). Ethnic entrepreneurs integrate different types of capital, human, financial, and social which determine the result of their entity (Ilhan-Nas Sahin, & Cilingir, 2012). Taking this notion further, ethnic entrepreneurs use their networks in the ethnic community to their advantage, but this is supported by education and training, management skills, land and building, and the processes and practices involved in getting the business off the ground (Kitching Smallbone, & Athayde, 2009). Beyond this, there is evidence that strong ties in the ethnic community have contributed to successful ethnic minority businesses (Deakins, Ishaq, Smallbone,

Whittam, & Wyper, 2007). They argued that social capital can have a positive or negative impact on ethnic entrepreneurs. This is so because it might provide a readily available market Eckstein & Nguyen (2011). They contend that ethnic entrepreneurs focus on the provision of goods and services to sustain their culture heritage by selling goods from the home country, takeaway restaurants, hairdressing, beauty salons. This is a significant role and impacts upon their location decision and available markets. Trade is also created in goods and services is created between nations, home, and host country, because of ethnic entrepreneurs' location in London (Ojo, Nwankwo, & Gbadamosi, 2013). Alternatively, it might also be restrictive to wider markets when there is a preoccupation with the niche market (Ram & Jones, 2009), They also noted that different ethnic communities have different outcomes in terms of the benefits from networks within the communities. Suggesting that social capital, is not homogeneous in ethnic communities.

Drawing on data from the national census in the Britain Clark and Drinkwater, (2010) also posit those entrepreneurs from ethnic minorities are likely to navigate to geographic regions of individuals with a similar ethnicity as theirs. Adding support to this view is research by Ergolu (2018) finds that immediate descendants of migrants in the host country despite better language and attainment of education remain embedded to the ethnic market segment businesses of their parents. This brings into question the idea of assimilation which argues that the market in which ethnic entrepreneurs operate will fall out of favour for host country markets. It is acknowledged that ethnic entrepreneurs possess social capital as this is critically built up by their interactions and networks providing opportunity (Bourdieu,1986). Anthias and Cederberg (2009) caution however, that unless social capital aids assistance to the inherent pitfalls that ethnic minority entrepreneurs face, it cannot be considered such. What might make social capital very effective when it combines host country social capital with that of ethnic minorities (Katila & Wahldeck, 2011). Such an amalgamation of social bring business success that is sustainable they argue. Further when ethnic minority entrepreneurs fail to mimic the business practices of the host country in preference to those of their country of origin this correlates with failure (Mendy Hack-Polay, 2018). The reverse is true in that in that when ethnic

entrepreneurs make the adjustments needed to the host country business practices, developing education and learning lead to the benefits of commitments from new customers and brings confidence in strategic directions beyond their enclaves (Altinay, Saunders, & Wang, 2014). It appears that 'class' as well as 'ethnic' resources manifested in land and building, education, technical and managerial skills are needed for ethnic entrepreneurs to expand and achieve success in their ventures (Mulholland, 1997).

Ethnic entrepreneurs may be summed up as among the “*grassroots actors of globalisation*” according to (Koh & Malecki, 2014, p.2). After considering the entrepreneur from an ethnic minority perspective the term entrepreneurship will now be considered.

2.3.2 Conceptualising Entrepreneurship

To understand Caribbean entrepreneurship, it is useful to firstly gain an understanding of the term entrepreneurship. It is accepted by many scholars that entrepreneurship is an enigma with different interpretations. Some academics have concluded that the concept is a conundrum with no consensus on a definition (Carland et al., 1988; Bygrave & Hofer, 1991; Shane & Venkataraman, 2000). This is probably because its features are interconnected to many variables. Entrepreneurship might be considered as a range of activities. Figure 2.1 identifies some of these inherent activities. It is Kerr, Kerr and Xu's adaptation of Frese's (2009) work on the psychology of entrepreneurship and Brandstätter's (2011) personality aspects of entrepreneurship.

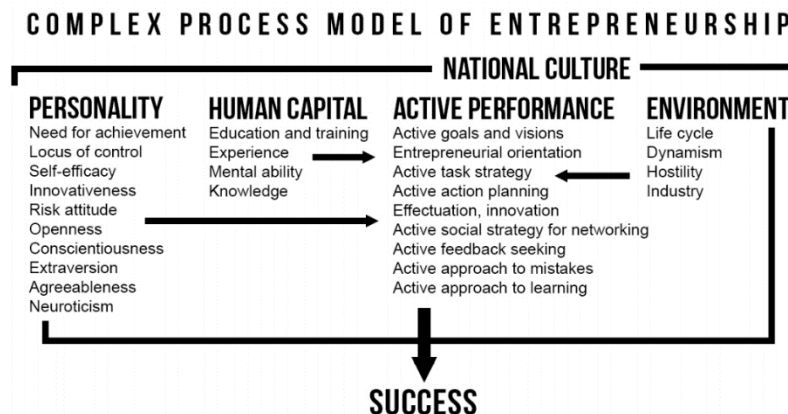


FIGURE 1: PROCESS MODEL OF ENTREPRENEURSHIP

Source: Kerr, Kerr & Xu (2017)

Figure 2.1 clearly demonstrates that entrepreneurship cannot exist as a single entity in its own space, but that it is meshed into many processes in different environments. Hence it would be interesting to determine its conceptualisation in London among Caribbean entrepreneurs since it can bring new insights. Probably, Gartner (1990) is referring to this complexity when he stated that entrepreneurship is used to mean just about whatever you want it to mean, a term of convenience rather than any substance. Supporting Gartner, Stewart (1992) contends that academics use the term entrepreneurship to mean what they want it to mean. Entrepreneurship some suggest is intertwined with several actions intended to create or develop something (Pettigrew, 1997; Aldrich, 2000). One aspect of this is linked to individuals and another aspect looks at the environment (Thornton, 1999). This is akin to a supply side and a demand side. Conceptualisation of entrepreneurship then is multifaceted in nature and is often viewed as an enigma. Often attempts to explain why entrepreneurship takes place presents a real conundrum to scholars and academics (Gartner, 1988). Such is the nature of entrepreneurship that many theoretical perspectives have been advanced to provide explanations and aid us to gain a better understanding on its conceptualisation (Bruyat & Julien, 2001). Perhaps a tight yet restricted definition might be conceived as stated by Johnson (2001) as: “Capturing ideas, converting them into products and, or services and then building a venture to take the product to market” (p. 138).

Churchill (1992) suggested that entrepreneurship is about tapping into opportunity, engineering innovation to create value in a new venture or an existing venture without any consideration of resources, financial and people. Entrepreneurship is about the activity of organising and getting the business running by the entrepreneur. It is the process through which entrepreneurs build and expand businesses (Thornton, Ribeiro-Soriano, & Urbano, 2011). Some academics argue that at the heart of entrepreneurship is the focus on innovation, creativity, and the ability to seize opportunities (Eckhardt & Shane 2003; Veeraraghavan, 2009). Other researchers argue that entrepreneurship should be defined from a methodological angle (Low & MacMillan, 1988). Another view that was advanced was that entrepreneurship is a manifestation of the customs, traditions, rituals, and values of a community (Weber, 1905). Another viewpoint was that entrepreneurship is an innate possession of a person, (Chell, 2007). Therefore, it can be argued that entrepreneurship is multifaceted in nature and invariably conceptions of the concept will be aligned with the nature of the research undertaken (Verheul, Wennekers, Audretsch, & Thurik, 2001).

The issue here is that if entrepreneurship is a complex phenomenon, then adding Caribbean to it is making what is difficult even more complex to conceptualise. Some researchers have emphasised the Big-5 factor personality model in most studies on personality (Kerr et al., 2018). They pointed to the key traits within this model that is at the core of entrepreneurship as follows, Self-efficacy, locus of control, achievement, risk-taking and innovation.

Among the big 5, risk-taking is a trait given considerable attention in the literature (Knight, 1921; Kanbur, 1982; Feng & Rauch, 2015). It is intertwined with entrepreneurship and risk is a concept that is central to defining entrepreneurship (Kanbur, 1982; Miller, 1983). Execution of opportunities involves risk taking leads to bringing goods and services therefore which inevitably creates risk. Other academics support risk taking as a key element in the process of entrepreneurship (Rumelt, 1987; Carland, et al., 1995; Busenit & Barney, 1997). It might be that those who take risks have a greater inclination or are more risk tolerant than others and have more ability to manage uncertainty (Carland, et al., 1995; Busenitz & Barney, 1997). There is also

management risks as great care is involved in coordination of resources, planning, decision making for example (Gartner, 1990). Risk is also reflected in entrepreneurship through spatial positioning. The risks taking-taking inclination according to Malecki & Poehling (1999) is reflected in the geographic location decision. It was suggested that ethnic entrepreneurship is about clustering in specific geographic regions, usually inner-city areas as well in specific sectors of the economy (Ram & Smallbone, 1983).

Entrepreneurship is also aligned to innovation. There is a synergy between innovation and entrepreneurship (Casson, 1982; Zhao, 2005; Kuratko, 2017). These are three perspectives that show how innovation is linked to entrepreneurship: (1) individuals' personalities and mindset (Casson, 1982; Littunen, 2000); (2) organisations within which entrepreneurship is created (Martin, 1994; Goffin & Pfeiffer, 1999); and (3) a focus on cultural issues (Herbig, Golden, & Dunphy, 1994). Additionally, research by Slevin and Covin (1990) found that the culture within an organisation has an influence on both entrepreneurship and innovation. Culture includes norms, values, customs, beliefs shared by the people in the business. These impact on policies and procedures and socialisation impact on entrepreneurship and innovation (Martin & Terblanche, 2003).

Though the literature seems sparse, a few researchers suggest that passion is pivotal to entrepreneurship (Cardon, 2008; Klaukien & Patzelt, 2008; Chen et al., 2009; Klaukien & Breugst, 2009). This particular trait might be of significance to Caribbean entrepreneurs as a driving force behind their actions in very difficult circumstances and seems embedded in their culture. One view that encapsulates the consensus of what passion includes is the energy, effort, emotions, drive, and spirit involved in the process (Bird, 1989). There is a view by Smilor (1997) that there is no other phenomenon as observable in the entrepreneurship process as passion is. Hence, passion may also be a driver for motivation and determination in entrepreneurship. Passion might also be thought of as having different origins. It might originate in the goods or services which entrepreneurs trade in, or it might originate from the range of pursuits and actions undertaken (Warnick Murnieks, McMullen, & Brooks, 2018). The key feature of passion can be summed up as love for what the entrepreneur does in

the many activities of the entrepreneurship process (Vallerand, Mageau, Ratelle, Leonard, Blanchard, Koestner, & Gagne, 2003). Passion is given more potency when entrepreneurs are open-minded and has an acceptance to feedback given in the business (Warnick et al., 2018). Passion might be a trait driving Caribbean entrepreneurs and may be an important as a driver of their very survival.

Another important aspect of the entrepreneurship is learning and education (Minniti & Bygrave, 2001). They assert that “entrepreneurship is a process of learning, and a theory of entrepreneurship requires a theory of learning” (p. 7). Entrepreneurship has therefore been associated with different types of learning. One type of entrepreneurial learning (EL) that has been influential in the literature is experiential learning (Lévesque Minniti, & Shepherd, 2009; Politis & Gabrielsson, 2009;). One explanation for individual learning was provided by Capello (1999) who states:

It is the process in which individuals acquire data, information, skill or knowledge, whereas collective learning can be defined as a “social process of cumulative knowledge, based on a set of shared rules and procedures which allow individuals to coordinate their actions in search for problem solutions (p.354).

Intertwined in the process of entrepreneurship is the collation of ‘local knowledge’ about his or her industry both in terms of purchasers and distributors in that geographic area. Entrepreneurial experiences that have been built up along with networks of information, suggesting that the process of entrepreneurship is restricted by geography (Birley, 1985). The argument here is that the location decision has a significant impact on their knowledge acquisition and learning and this can be used to their advantage as a source of information and strategy formulation. (Maillat, 1995; Anderson, 2005;). Kitching, Smallbone, & Athayde (2009) contend that diaspora networks is a source of knowledge for the acquisition of resources and opportunities and added to this is the view that it is often difficult to copy such actions (Barney, 1991). Knowledge also contributes to product differentiation. It might be argued that it is this knowledge acquired from the spatial environment that allows for heterogeneity of their products and services (Alvarez & Barney, 2001). This difference allows for uniqueness and loyalty to that product or service. Knowledge acquisition and learning

often comes from the feedback mechanism in the entrepreneurship process to gain a deeper understanding of their business. Knowledge therefore helps build new insights for the business and by extension allows for various interpretations allowing entrepreneurs to use this as a tool for competitive advantages (Daft & Weick, 1984). A voluminous body of literature exist on the effects of feedback on individuals and organizations also highlights the significance of receiving and acting on it for driving performance (Ashford, 1986; Anseel, Van Yperen, Janssen, & Duyck, 2011). Feedback provides a system for detection and monitoring the extent of achievement or non-achievement of objectives and is a mechanism for new strategies (Ashford & Cummings, 1983). The feedback translates into the pricing strategy, customer satisfaction, and expression value on the goods and services that were purchased (Holbrook, 1999). The connection between the forms of feedback is a source of knowledge. Research by Malecki (2009) has reinforced the argument about the importance of geographic location in entrepreneurship by concluding that some areas are much more entrepreneurial than others because of a host of variables.

Entrepreneurship has also been linked to networking. Entrepreneurial social processes are activated through the role of networking (Anderson, Drakopoulou, & Jack, 2010). Entrepreneurs engage in on-going social processes with customers, employees, suppliers on a day-to-day basis as a normal part of the business. Furthermore, there is a view that networks are social constructions of their strategic unions for the implementation of change, expansion and hence the link with the envisioned future of the business (Anderson et al., 2010). It is evident that networking is an attempt to secure resources held by others to enhance the entrepreneurial effectiveness (Slotte-Kock & Coviello, 2010). As suggested by Minitti (2005) entrepreneurs can learn from being attentive and observant to other entrepreneurs. Entrepreneurs are often products of the social environment in that they are influenced by their social environment and assimilate opportunities in the context of their social circumstances (Anderson & Miller, 2002). Networking is therefore akin to a social procedure involving coordination of resources to equip owners with a sense of significance, a sense of belonging and resources of all types (Anderson et al., 2010). It often allows for the entrepreneur to climb the social ladder and is therefore an

opportunity for upward mobility (Coser, 1975). Research has also suggested a link with culture as driver of entrepreneurial networking (Johannisson & Mønsted, 1997). In support of this was a study that was undertaken in 20 European countries revealed that social network was associated with culture-based conduct (Klyver, Hindle, & Meyer, 2008).

Another important feature of the entrepreneurship is its connection to opportunity. Research by Shane & Venkataraman (2000) suggested that opportunity is itself is a complex construct. Opportunity can be interpreted as a chance to supply new good, services and practices at a price that is greater than the costs. Is opportunity an internal construct of the entrepreneur or is it out there waiting to be discovered? Many academics have contributed to addressing these questions. It is suggested by Dimov (2020) that opportunity takes many shapes and forms. He suggests the reality that something exists, and it is accompanied by action, that naturally involves selling with the aim of achieving profitability. To put it another way, Casson (1982) suggested that opportunity is all about imagination and speculation. He asserted that if the speculation is driven by action and it is right the person achieves the profit of entrepreneurship. Kirzner (1997) asserted that opportunity has an external dimension and is all about attentiveness to opportunities in the environment. On the other hand, if the imagination and speculation is incorrect and it is driven by action the person will suffer losses of entrepreneurship. Opportunity needs to be communicated and the mechanism through which all opportunity is therefore recognised is in the language of the entrepreneur (Dimov, 2020). It is this language that causes people in the entrepreneurial process to respond. Wood and McKinley (2010) add to this as they contend that language ensures the illumination of meaning of what opportunity is it manifest itself. Opportunity may therefore have internal origins that is in entrepreneur's minds Gaddefors & Anderson, (2017) or might be external in origin (McMullen & Shepherd, 2006). It suggests that opportunity is a favourable concept, and this is concerning since prior research has failed to clearly identify the unique characteristics of opportunity nor have there been able to clarity to its meaning (Suddaby, 2010). He suggests: "the favourability aspect of "opportunity" does not sit well in a prospective,

process framework aiming to explain not only action and success but also inaction and failure” (p.3).

There is also a suggestion that the idea of discovered opportunities creates a bogus practical conundrum using language to mirror the way the world operates. (Ramoglou et al., 2020). Opportunity as it is used synonymously with the term entrepreneurship is nothing more than illusion fuelled with words such as discovery of and responding to opportunities conceived, they argue. Taking the argument further there is a view that opportunity as used in entrepreneurship is nothing more than the entrepreneurs saying I have imagined something in my head which can be achieved if I put things in place (Ramoglou et al., 2020). The use of taking advantage of uncovered opportunities as asserted by Shane and Venkataraman (2000) is flawed. Opportunities are not just out there, external events waiting to be discovered. Entrepreneurs act on what they have conceived suggesting opportunity discovery is something inside, a cognitive manifestation of an idea rather than a physical discovery of something. This is consistent with the views of some academics what they mean is that they discovered or to put it differently imagined an idea (Dimov, 2010; Gaddefors & Anderson, 2017;). Ramoglou et al. (2020) sees opportunity reality as void and empty linking entrepreneurship with opportunity is difficult as human beings operate in an unpredictable fashion and one can assert that entrepreneurs that have acted may not have so done while those considered non-entrepreneurs could have acted (Ramoglou et al., 2020). This suggests that entrepreneurship occurs when the idea is given fuel by action. It is the communication of deliberate human desire.

Further, there are concerns about linguistic preoccupation with the term entrepreneurship arguing that the term is nothing more than a semantic construct (Wittgenstein, 1967; Dimov, 2020). Nonetheless Eckhardt and Shane (2003) posit that entrepreneurship process is inextricably linked to the part played by opportunities. Kanter (1992) views entrepreneurship in terms of a network of synergetic players and the entrepreneurs as people who conceive of ideas. What is evident is that over the decades there is still no common definition of what entrepreneurship is (Cunningham & Lischeron, 1991). It might be a more sensible approach to entrepreneurship to codify the concept. It follows that a taxonomy of entrepreneurship emerges which ranges

from what, who, how, why, when, where of the concept (Gedeon, 2010). Opportunity is the roadmap to a sustainable advantage (Alvarez & Busenitz, 2001).

Ethnic Entrepreneurship: This section looks at ethnic entrepreneurship and the features of ethnic entrepreneurship. Caribbean entrepreneurs are by their very nature ethnic entrepreneurs and examining such entrepreneurs will provide a useful insight into the research undertaken. It is suggested that the environment in which ethnic entrepreneurs set up is itself a resource for the exploitation of economic, socio-cultural, and political factors (Gnyawali & Fogel, 1994). Ethnic entrepreneurship involves a collection of networks involving consistent social interaction of people from common citizenship immigrant occurrence and a drive towards industrial societies (Boissevain, Blaschke, Grotenbreg, Joseph, Light, Sway, Waldinger, & Werbner, 1990). Other researchers take a different position describing ethnic entrepreneurship in terms of size of the business and fulfilment of both social and economic needs in different groups, cultural, social, and ethnic perspective (Rath & Klosserman, 2000). A contrasting view was advanced by some academics who saw ethnic entrepreneurship as a reflection of self-employment at the bottom end of the labour market (Barret, Jones, & McEvoy, 1996). Ethnic entrepreneurship indicators are composed of many issues and often involves race, religion, language, home territory and cultural background (Capotorti, 1991). Călin and Dumitrana's (2001) supported ethnic entrepreneurship from the cultural perspective suggesting that that ethnic minorities could be connected to any group that has unique cultural traditions which distinguishes it from the wider population.

Ethnic entrepreneurship is not a new term as there have been accounts dating back in the United States in the 1880s (Barret et al., 1996). Ethnic entrepreneurship usually identifies with small and medium size businesses as suggested by (Light & Gold, 2000). The pointed out that ethnic entrepreneurship emerges out of opportunity deprivation, demand for goods and services that meets the taste and preferences of the ethnic community. Further, Light (2004) highlighted that some entrepreneurs seem to one to align with their native communities in the host country which is akin to reactive solidarity. The markets in which ethnic entrepreneurs operate is usually characterized by little or no barriers to entry, many new entrants, and many business failures (Volery,

2007). There is a view that ethnic entrepreneurship is driven by a desire to be independent and the profit motive (Borooah & Hart, 1999). Further, ethnic entrepreneurs are embedded in what is termed an ethnic economy which is characterized by self-employment (Bonacich & Model, 1980). It has been suggested that barriers to the language of the host country and impairment of human capital also drives ethnic entrepreneurs to seek self-employment (Mata & Pendakur, 1999). Ram (1997) suggests that ethnic entrepreneurship is built on both an economic as well as a sociological perspective. A key characteristic of ethnic entrepreneurship is the embeddedness of entrepreneurs in certain sectors of the economy (Rath & Klossterman, 2002). Some sectors of the economy such as hospitality and construction would struggle to survive without the immigrants' entrepreneurial enthusiasm. Ethnic entrepreneurship therefore provides a route to self-employment and open doors to upward social mobility and economic freedom (Light et al., 1994; Portes & Zhou, 1999).

Entrepreneurship in the Caribbean

The entrepreneurial activities of Caribbean entrepreneurs are largely influenced by practices that are rooted in the Caribbean way of life. The ethnic composition of the Caribbean Region is diverse, so Caribbean people are not homogeneous. However, there are cultural and historical similarities that Caribbean people share because of the European colonisation of the Region (Gerring, Ziblatt, Van Gorp and Arevalo, 2011; Darwin, 2012;). This means that the circumstances, intentions, challenges, and antecedents that influenced entrepreneurial activities in individual territories are quite similar. For example, Knight and Hossain (2008) point out that the running of the small and micro business sectors was significantly impacted because of the negative effects of colonialism.

Entrepreneurship has therefore been largely confined to start-ups rather than business growth. Entrepreneurship Monitor 2007 study (Bosma et al., 2008) revealed developing countries such as those in the Caribbean have entrepreneurial activity in its infancy. Slavery, and the plantation has also had a significant impact on the economic structures of the Caribbean territories has had a significant impact both socially and

psychologically on the management culture and structure of the small and micro business sector (Knight & Hossain 2008). Entrepreneurship in the Caribbean has also been influenced by its education system. The education system was geared towards the advancement of the unemployed and seeking jobs rather than innovation and creators of employment and an entrepreneurial class (Danns & Mentore, 1995).

As time passed, there were migratory opportunities to Britain due to government's policy. In Britain post 1945 with a focus on post-war economic recovery proceeding apace, and significant demands for labour immigrants were welcomed from former colonies (Castles *et al.*, 2013). This made possible the transference of the Caribbean traditional practices and values to areas wherever people settled (Thomas-Hope, 2002; Phillips, 1999). The word '*Windrush*' suggests the ongoing, noteworthy outmigration story from the Caribbean. A longitudinal study carried out by the Office of National Statistics (ONS) notes: "The first '*Windrush* migrants' disembarked from the Empire *Windrush* at Tilbury on June 22nd 1948, having been given the right to work and settle in the UK through the British Nationality Act 1948" (The Celsius Team UCL, n.d.). Interestingly, the entrepreneurial environment from which the migrants came was markedly different to the one to which they migrated. Bosma *et al.*, (2008) explains that Caribbean entrepreneurs are motivated by survival instincts - getting an income, which will help them to survive, while the host country's entrepreneurs seek to increase their income and to become more independent. The Caribbean entrepreneurs' focus is on start-ups rather than on business growth, that is, focusing on generating profits.

Even more interesting is the fact that the migrant entrepreneurs' right to work did not afford them the freedom, autonomy, financial and other settlement opportunities that they sought. Moreover, discrimination, racism and xenophobia were rife in the "hostile environment" in which they live (Weber, 2018). Obviously, the will to survive in the so-called Motherland, forced migrants to apply some of the very entrepreneurial skills gained while living in the Caribbean. Sutherland (2006, p.26) recalls: "... the typical West Indian migrant was a skilled or semi-skilled male..." It seems reasonable to presume therefore, that Caribbean entrepreneurs who are living in London, were, and are still influenced by Caribbean customs and ways of earning a living. This

presumption holds true whether it refers to first, second or third generation, because traditions have been handed down via cultural transmission. Whitaker (2018) describes cultural transmission as: “The transmission of preferences, ideas, beliefs, and norms of behaviour as a result of an interaction between biological predispositions and social interaction between and within generations”. Aspects of life and living have been passed from one Caribbean entrepreneurial generation to another via storytelling, dance, art and music at celebrations and other significant cultural events (Nettleford, 2003; Hauk and Mueller, 2015).

Cultural events attributed to individual Caribbean islands have influenced various entrepreneurial activities in London in a similar way as was done in the Caribbean. Events such as *Carnival Festivities* in Trinidad and Tobago, St. Lucia, Antigua and Barbuda, *Culturama* in Nevis, *Crop Over* in Barbados, and *Reggae Sunsplash* in Jamaica are but few of the fetes that created many opportunities for entrepreneurial skills to flourish. Evidently, culture plays a significant role in Caribbean entrepreneurship. The annual Notting Hill Carnival, dubbed *London biggest street party*, demonstrates the wonders of Caribbean culture, as much as it does the talents, expertise, and abilities of Caribbean entrepreneurs in London.

2.3.2.1 Schools of Thought

To further explain the concept of entrepreneurship and aid our understanding of Caribbean entrepreneurship, researchers and other academics have taken positions on the phenomenon of entrepreneurship. These are known as schools of thought. Caribbean entrepreneurship may be explained using these various schools of thought in terms of their traits, seeking out opportunity, pursuance of finance for their businesses, feelings of marginalisation and displacement. This subsection explores six schools of thought.

Entrepreneurial Trait School of Thought: Entrepreneurs it is often argued possess unique personality traits (Kerr & Xu, 2018). Caribbean entrepreneurs possess their own traits which reflect their own culture, historical context, and the social context. This school of thought provide a useful insight and an explanation of the key traits which may be possessed by Caribbean entrepreneurs. This would be useful in comparing

these traits with those of non-migrant entrepreneurs in Britain and helpful with the conceptualisation of entrepreneurship. Traits school also helps in driving the methodological approach of this research. To determine and explain the traits in the Caribbean context, interviews and observations would be very useful to capture the data as a basis for analysis and understanding. This methodological approach uses Caribbean entrepreneurs as the unit of analysis who possess unique standards, demands and mindsets which are peculiar to them. The entrepreneurial trait school focuses on individuals possessing traits which will have a higher inclination to function as entrepreneurs (Lachman, 1980). Many academics have focused their research in this area (Shaver & Scott, 1991; Hoang & Gimeni, 2010; Mitchell & Shepherd, 2010). Essentially, they argue that imitators of these characteristics can significantly increase their chances of success. They assert that this may take the form of targeted goals, imagination, obstinacy, and technical knowledge.

Proponents of this school of thought often describe this approach as psychological theories (McClelland & Winter, 1971; McClelland, 1987). They focused on the psychological traits of entrepreneurs and posited that it was these traits that dictated the emergence of entrepreneurs into business. Further, McClelland (1961) argued in his theory of achievement that there were two critical traits for entrepreneurship to occur, one was innovation, and the other was the ability to make decisions were there was uncertain conditions at play. The core of his theory was that achievement was intertwined with power and determination, the ability to networking and thirdly build social relationships with others. Another prominent scholar that contributed to this school of thought was Schumpeter (1934). He argued in his publication the theory of economic development argued that the entrepreneur was the catalyst for transformation of the economy. He suggested that the entrepreneur not only disrupts the equilibrium of the economy but was responsible for the generation of economic growth and development. He argued that the entrepreneur was essentially a risk taker and an organiser.

Another important trait is the locus of control (Low & MacMillan, 1988; Amit, Glosten & Muller, 1993). This is based on entrepreneurs having a strong mindset that he or she has control over the future or whether this control is in the hands of someone else

(Virtanen, 1997). Caribbean entrepreneurs' actions may have a strong link to their culture as historically they have always been motivated by independence and self-determination. Interestingly, research has found that some cultures give rise to more locust of control than others (Mueller & Thomas 2001). Research undertaken by Rauch and Frese (2000) identified that this locust of control for entrepreneurs when compared to non-entrepreneurs were higher. The trait school of thought is not without criticisms. Some researchers have argued that this traits approach is inappropriate and doubtful in terms of its facts (Aldrich & Zimmer,1986; Gartner, 1988). They conclude that the behaviour and function of entrepreneurs has not been explained by the traits school of thought and that entrepreneurial success cannot be forecast by personality traits. It was also suggested that many of these traits can be found in people who are not entrepreneurs. It is just too puerile in nature and that entrepreneurs elude solicitation (Low & MacMillian, 1988). Taking into consideration the criticisms Gartner (1989) contends that businesses are complicated processes and a consequence of many factors when all taken together.

Venture Opportunity School of Thought: Another school of thought that may be useful for the explanation of Caribbean entrepreneurship is the venture opportunity school of thought since opportunity is a key pillar of entrepreneurship. This school adopts a micro view and was best sunned up by Vogel's views as:

...a favourable combination of endogenously shaped and exogenously given circumstances that make it both desirable and feasible for the entrepreneur to exploit a venture concept and to introduce a potentially value-adding offering into the marketplace (2016, p.8)

Underpinning this idea is the conviction of entrepreneurs' positive achievement in forthcoming periods (McMullen & Shepherd, 2006). The key idea advanced by this school of thought is the focus on opportunities part of entrepreneur's undertakings. It examines the genesis of ideas, how those ideas develop through its various phases and opportunity execution. Being cognizance of the markets and the use of imagination and ingenuity are two key pillars upon which this school is built. Proponents who are in support of this school argue that achieving entrepreneurial

success is based on integrating timing, ideas, and markets all at the right moment (Dimov, 2011; Tang, Kacmar, & Busenitz 2011; Gielnik, Zacher, & Frese, 2012). Some studies have paid attention the external aspect of opportunities by focusing on the link between entrepreneurship and the market to pinpoint how opportunities are captured in the market (Amit, Muller & Cockburn, 1995; Shane, 2005). The work of Shane and Venkataraman (2000) has highlighted that where there is a combination of the person and the circumstances and both are given careful thought, there can be an increase in the comprehension of procedures in the understanding of opportunities

There is a view that there is complexity in intentional idea generation, and this is not solitary process (Vogel, 2016). There are multiple means of creating ideas including its genesis, Kirzner, (1979), how it is established, Sarasvathy, (2001), elements of luck, Dew, (2009) and based on knowledge (Baron, 2006). Vogel, (2016) contends that there is specificity in idea generation that is planned. It is based on capturing and converting the idea into a business structure, alternatively spotting gaps unfulfilled needs and striving to satisfy such needs (Jolly, 1997). Ideas that are planned often involves a series of steps and might include a range of procedures Smith (1998) including what Osborn (1942) describes as conceptualization of ideas based on imagination of an ideal outcome and considering what are the best strategies to get there, (Ward, 2004). It might also involve thinking of a design where a challenge is considered, ingenuity and peculiar approaches are used to achieve a particular result (Brown, 2008).

Another route used for venture idea generation is based on a chance occurrence. These are the incidental uncovering of ideas, for example, one might be looking for something and one discovers something completely different or not even looking in that direction (Vogel, 2016). There is also the generation of ideas by what is called legacy. This is based on ideas generated by someone who is associated with the entrepreneur (Koller, 1988). Development and exploitation are also embedded within this school of thought. The mechanism to achieve this is based on an emphasis on learning (Vogel, 2016). Learning is not a straightforward process as sometimes it is repetitive, active, and full of passion involving unpredictable events. Such is the case with matters that involve exploration and experimentation (McGrath & MacMillan,

2000; Corbett, 2005; Dimov, 2007a;). Abell (1980) contends that in the embryonic stage of venture undertakings the emphasis is on several events. These include cognitive consideration of idea formulation, considering what customers should be targeted, how to fulfil their needs, the examination of potential resources for the venture.

Subsequently, economic and marketing issues will be considered such as a strategy on pricing and channel of distribution for the business (Osterwalder & Pigneur, 2011). Effectively what is evolving in this gestation period is taking cognizance of both the integration of his product with the market or what modification might be needed to achieve a better equilibrium (Blank & Dorf, 2012). During this stage significant information is collated and assessed and one of three things might transpire, Firstly, proceed with the venture, secondly, return to gestation phase or thirdly, disregard the venture entirely (McMullen & Shepherd, 2006).

Significant time and effort in thought and appraisal to bring the idea to cultivation in the incubation phases of idea generation and opportunity (Van de Ven, Polley, Garud, & Venkataraman, 1999; Garud & Giuliani, 2013;). In addition to this a great deal of trial and error occurs (Corbett, 2005; Garud & Gehman, 2012; Alvarez, Barney, & Anderson, 2013). Another crucial dimension to opportunity is the establishment of social networks to achieve a more complete business (Hills, Lumpkin, & Singh, 1997). Subsumed in the incubation phase is the phase that involves making judgement which considers outcomes, what will the reality look like, and this involves in-depth analysis (Ardichvili, Cardozo, & Ray, 2003). It also involves hunches of the entrepreneur as Corbett (2005) puts it: "The evaluation period is where the rubber meets the road" (p. 485). This process requires personal integrity and is arduous in nature (Csikszentmihalyi, 1996). Both the expediency and practicality in this process often create an opening of opportunity (McMullen & Shepherd, 2006). Consequently, there will then be exploitation. Exploitation refers to construction of processes and operations for the venture (Choi, Levesque, & Shepherd, 2008).

It should be noted that there is no one size fits all with entrepreneurs, each is different in terms of their groundwork on exploitation of opportunities, conviction, and modification of venture manipulation. Vogel notes that:

A rapid exploitation with a lack of understanding of diverse dimensions of the venture concept can be both advantageous and disadvantageous. On the one hand, in uncertain conditions, it may grant the entrepreneur first-mover advantages to act quickly. On the other hand, haste may prevent the entrepreneur from sufficiently refining the product or offering or from sufficiently understanding the market prior to market entry, possibly requiring major modifications at a later stage. Yet, the willingness to experiment with different solutions and to pivot a venture upon entering the market, will vary from entrepreneur to entrepreneur. (2016, p.12)

One criticism of the venture opportunity school of thought surrounds opportunity constructs. Constructs are often difficult to formulate and measure along with the challenge of its origin. Internal conceived by an entrepreneur or external object waiting to be discovered.

Strategic Formulation School of Thought: According to Kuratko (2017) the strategic formulation school of thought focuses on planning and its importance to entrepreneurship. (Ansoff, 1965; Andrews, 1971 It involves the integration of entrepreneurship and strategic management (Dogan, 2015). This school may also be useful in the context of Caribbean entrepreneurship who bring their own planning strategies including creativity to their products and markets. There is an emphasis on the uniqueness of markets, people, products, resources with management expertise and with a multifaceted approach. Unique products; creativity and imagination involved in its design and readiness for markets whether new or existing are the hallmarks of this school of thought. Moreover, there is unique resources; that is the combination of land, labour, capital for a long period of time. Strategic formulation hinges on two central ideas, the formulation and execution aspect including innovation, attentiveness, readiness, and acumen along with value production through acquiring key resources and establishment of a competitive advantage (Klein, Barney, & Foss,

2012). The second is a central idea in probing for opportunity and dominance among entrepreneurs.

Contribution to this view other academics have argued that the environment is pivotal to the process of strategy formulation (Porter, 1980; Flood, Dromgoole, & Carroll, 2000). By contrast, some scholars do not agree with this position and have advanced the idea that the resources and not the environment is central to the formulation of strategy for entrepreneurs (Grant, 1991; Boxall & Steeneveld, 1999). Despite the disagreement and divergence of views among academics, the goal remains unanimous which is to improve the performance of entrepreneurs.

The entrepreneur is responsible for his formulation of strategy and this involves considering the resources that are needed and environmental analysis in which the entrepreneur would conduct business (Chaffee, 1985). Collating information is seen as significant in this school of thought and given that the environment is ever changing the entrepreneur needs to keep up with such environmental changes (Hamel, 1996).

Strategy formulation is also important for the growth phase of an entrepreneur's business Berry (1998). Berry undertook research on 257 firms which established that strategic planning techniques were used to guide the growth of the businesses over the long term. It was noted that strategic planning, although important, has obstacles including deficiencies in financial resources along with time constraints of the entrepreneur (Bhide, 1994). A further criticism of strategic planning was that it is impaired when the atmosphere of continuance is based on ability to innovate, adaptability, and reactions to opportunities that expire (Minzberg, 1979). It is also argued that many entrepreneurs do not apply planning nor strategy though they agreed that in the event of planning, it would be different in small enterprises than large enterprises (Carson & Cromie, 1989).

Having considered schools of thought on entrepreneurship above, which focuses on a micro perspective, the macro schools of thought will be considered. The macro perspective examines a wide range of elements that influences entrepreneurship success or failure. According to Kuratko (2017) "these factors display a potent locus of control external to the entrepreneur" (p.9).

Environmental School of Thought: This school of thought focuses on external factors that shape the style of living of the entrepreneur. They can be favourable or unfavourable in shaping the entrepreneur's determination and may include a combination of organizations, principles of behaviour, customs, and conventions of society (Kuratko, 2017). Kuratko describes this as a socio-political environmental framework (p.9). It was suggested that sociological theories can be used to explain and analyse various social factors that contribute to entrepreneurship development (Landstrom, 1999). For example, the ambience and social climate and other social factors that someone is exposed to can influence and accelerate the desire to become an entrepreneur (Reynolds, 1991). This school seems relevant in Caribbean entrepreneurship in London as there are many external forces that impact on their entrepreneurial experiences.

A further application of the influence of social factors was highlighted by (Shapero & Sokol, 1982). They find that parents have a commanding role in the creation of the entrepreneurial behaviour that is desirable. Entrepreneurial goals also escalate through process of socialisation (Aldrich & Cliff, 2003). They created a framework was created to explain how the creation of new businesses is linked to family surroundings. The framework describes how the features of a family play a significant role in the creation of value to potential entrepreneurs. The relevant features that underpin this framework and drives entrepreneurship are family values, availability of resources, beliefs, which are all pivotal in the creation of value, whether it be the recognition of opportunities or the implementation of ideas.

Fatoki (2014) corroborates the notion that state that family environment gives positive influence on the willingness to get involved in entrepreneurship. Parental support will influence the willingness in the actions of entrepreneurship. Weber (1905) also advanced the idea that religious perspective is connected to entrepreneurship. He posited in his theory of religious beliefs that there is a link between religious doctrines and thought and commercial activity. This link promotes a connection between religious activity and an entrepreneurial way of life. Weber's ideas looked at Protestants however it was found that there was a dynamic and pulsation

entrepreneurship way of life in Asia without the existence of Protestants (Yergin & Stanislaw, 1998).

Finance and Capital School of Thought: The financial and capital school of thought suggests that the pursuit of capital, one of the agents of production, is at the heart of entrepreneurial conduct (Kuratko, 2017). For entrepreneurs to experience initiation, growth, and development there is the need to source the relevant funds including investigations of sources, application, planning and decision making. Many Caribbean entrepreneurs find significant challenges in raising capital to undertake their venture. This particular school is a central focus. Erikson (2002) contends that the most significant asset of a business is the capital of the entrepreneur, and it is this capital that gives a venture a competitive advantage over other ventures. He explains capital as “Entrepreneurial capital can also be conceived as the present value of future entrepreneurial behaviour” (p.1). This takes into consideration the future negative and positive flow of funds because of the entrepreneur’s actions and identifies a positive value of capital as a successful outcome of the venture. Research suggest that finance restricts the ability of entrepreneurs to not only expand but also the very survival of their business venture (Brown & Earle 2015). There is also evidence that ethnic minority entrepreneurs face challenges in obtaining finance (Ram & Smallbone, 2001). This is particularly severe among African, Caribbean and Bangladeshis from research evidence undertaken by (Curran & Blackburn, 1993). The reasons why they are unable to access finance is linked to discrimination (Ennew & McKechnie, 1998). This has the impact of discouraging entrepreneurs from not even attempting to access loans (Kon & Storey, 2003). Further, research by Howorth, (2001) found that a hierarchical structure of finance exists for small business owners with funding from family and friends at the very top. Research undertaken by noted that was no visible policies and facilities that target ethnic minority businesses (Thomas & Krishnarayan,1993). A subsequent study found a major barrier to finance was a person’s ethnicity (Ram & Deakins, 1996; Jones, Ram, Edwards, (Kiselincev, & Muchenje, 2012). Their studies revealed that black businesses have faced the greatest difficulty in raising finance due to their ethnicity. Another issue was starting and sustaining a business was connected

to the lack of collateral which is often lacking with ethnic minority businesses (Bruder, Neuberger, & R athke-D oppner, 2011; Senik & Verdier, 2011).

Consequently, the Britain government recognised that financial exclusion is a major problem and commissioned policy action team 14 in 1999 to examine the issue of financial exclusion and to come up with strategies to address this problem. Despite these actions an examination of various ethnicities from the London Annual Business Survey Reports (LABS) report (2006) revealed that while two thirds of all business application for finance from external sources were approved by financial institutions there were significant differences ethnic groups. Almost 75% white-owned businesses were successful in obtaining bank finance. This compares with less than 33% for businesses owned by black people and less than 60% for Asian-owned businesses.

More recently, attention is being paid to encouraging ethnic minority businesses. A recent newspaper article, "support for ethnic minority entrepreneurs helps 11,000 businesses get off the ground", the Department for Business, Energy and Industrial strategy pointed to loans of up to 25000 for 11000 start-up black, Asian and ethnic minority (BAME).

Taking decisions about capital and considering issues that impinge on this this is important aspect, and which threatens the very survival of the entrepreneurial venture. According to Brophy and Shulman (1992, p. 64),

"Entrepreneurs face capital structure decisions regarding the timing and scheduling of cash flows and funds procurement. Cash flow management depends on such things as the rate of growth, the level of profits, the timing of operating cash flows and the initial infusion of capital".

Displacement School of Thought: This school of thought contends that someone who feels like dislodged from a group dynamic and wants to go it alone is ideally suited to pursue entrepreneurship. Caribbean entrepreneurship could be explained in terms of differences in culture and experiences of displacement away from their home territory. Three major types of displacement are inherent within this school of thought: 1). Political displacement for example, government controls, 2). Cultural displacement

including a person's race, religion, and sex (Sonfield, 2001; Shelton, 2010). 3). Economic displacement based on the decline of the economy. In March (2020) the issue of regeneration and its impact on minorities was examined in a newspaper article (Comment: The detrimental effect of gentrification on BAME and migrant communities, 2020). The article suggested that displacement was more about gentrification and those most affected by this are Black and Ethnic minority (BAME) One example of this displacement is in Brixton and area of London where many Caribbean entrepreneurs conduct business. The article noted that Caribbean people from the Windrush generation has been torn apart by housing developers and wealthy investors and the area is being transformed into an expensive for wealthy class folks (Barrow, Anderson, & Canary, 2021). This is arguably a form of political displacement.

What is profound from the above displacements is the fact that they are all external factors impacting on the development of on the process of entrepreneurship.

Such is the nature of entrepreneurship that it is difficult to get all the schools of thought on its conceptualisation of entrepreneurship into a one size fits all approach. Different approaches sometimes have interconnected variables to the schools of thought previously discussed but they may also have unconnected variables. Cunningham and Lischeron (1994) takes a different approach and identify six schools of thought on entrepreneurship some of which seem relevant to Caribbean entrepreneurship as illustrated in Table 2.1:

TABLE 1: SCHOOLS OF THOUGHT ON ENTREPRENEURSHIP

Schools of Entrepreneurship	Key Features
1. "Great person's" school of entrepreneurship	Inspirational skills to grasps opportunity
2. Psychological characteristics school of entrepreneurship	Unique features of individuals that make them entrepreneurs

3. Non-Migrant entrepreneurship	school of	Risk taking and innovation and creativity
4. Leadership entrepreneurship	school of	Motivation to inspire others to achieve goals
5. Management entrepreneurship	school of	Organiser of the business into a profitable combination through risk taking
6. Intrapreneurship entrepreneurship	school of	Idea execution as entrepreneurs without ownership

Adapted from Cunningham and Lischeron (1991, p.46)

Conceptualisation of entrepreneurship is a real conundrum, with various views and interpretations. In addition to the schools of thought discussed above there are several theories that may be useful to explain Caribbean entrepreneurship. These are now identified and discussed in the following section.

2.4 Theoretical Frameworks

Several theoretical frameworks underpin the activities of Caribbean entrepreneurship and the other related processes and procedures that make up entrepreneurship domain. Each theory relates to Caribbean entrepreneurship in its own way, which would be pointed out as the theory is discussed. This subheading explores some of these frameworks within economic, social, psychological and the resource-based contexts, which are part of the background information that describes what entrepreneurship might involve in the Caribbean context. This implies that some of the themes are interconnected. Constructivism and social constructivism are two education theories that are linked to the social and psychological frameworks. Also,

Bourdieu's theories have a direct bearing on the three frameworks but will be discussed under a separate subheading.

2.4.1 Economic Context

There are many theories that are related to the economic context of entrepreneurship, including the theory of demand and supply and necessity entrepreneurship. Selected theories are covered in this section.

The Theory of Supply and Demand

One economic theory that may be useful to explain Caribbean entrepreneurship is the theory of supply and demand and price determination in the markets in which such entrepreneurs operate. This theory came about because of the work of Britain economist, Marshall (1890). Essentially, Marshall contends there are two forces at work in the economy, demand, and supply. Supply is the quantity of goods and services that the producer is prepared to sell at a given price and point in time. Supply is affected by a range of micro economic factors to supply goods and services to the market. These factors might also influence supply by either increasing or decreasing supply. These factors might include the price, cost of raw materials, cost and availability of labour, governments policies about taxation and business regulation expectations about the future, the number of competitors in the market, technological and innovation factors, demand, and profits. Marshall argued that the supply curve slopes upwards from left to right suggesting that suppliers of goods and services were prepared to sell more the higher the price and less the lower the price. Since supply might also be affected by factors other than price this may cause the supply curve to shift to the left or to the right representing an increase or a decrease in supply.

Marshall's analysis also involved the economic force of demand. Demand is the quantity of goods and services the consumer is prepared to purchase at a given price and point in time. There are many factors affecting consumer demand. These include price, customer taste and fashion, advertisement, seasonal variations, culture and traditions, income, size of the market. The consumer is prepared to demand more the lower the price and less the higher the price Marshall argued that the equilibrium or

position of rest is reached when demand intersects with supply and there is an equilibrium price. Positions above the equilibrium results in surplus while positions below the equilibrium results in shortages. Kirzner (1973) saw the entrepreneur as the centre of markets place. He argued that *“what is required, I have argued, is a reformulation of price theory to readmit the entrepreneurial role to its rightful position as crucial to the very operation of the market”* (Kirzner 1973, p. 75). Both demand and supply create an opportunity structure that impacts on entrepreneurial activity (Lasselle & McElwee, 2016).

Kirzner contends that entrepreneurs are the ones who uncover and take advantage of profit-making chances and more importantly are the co-ordinating forces that brings things in equilibrium in market system. He suggested that a key ingredient for an entrepreneur was vigilance to opportunities to reap rewards of profit. The importance of the entrepreneur and the equilibrium position was the subject of divergent views by writers on the subject. Cantillon (1755) contributed to the focus on demand and supply by asserting that the idea of the entrepreneurs as the ones who created equilibrium in the economy. Kirzner (1973) position was contrary to Cantillon, arguing that the entrepreneur is the force towards equilibrium but never quite gets there. Suggesting it's a continuous work in progress. Schumpeter (1912) takes a completely different position by contending that his entrepreneur dismantles equilibrium and recreates a newer higher equilibrium. What emerges from the above literature is a theme entrepreneurship is influenced from an economic aspect, in this case demand and supply. In effect, entrepreneurship is based on a demand side perspective, and that entrepreneurship is based on preying on opportunities in the environment which is linked to their inherent traits (Aldrich & Wiedenmayer, 1993). Thus, the combination of efforts of a person, environment structures and business formation are all connected with entrepreneurial enlightenment and development (Schoonhoven & Romanelli, 2001). On the supply side, the view that is advanced is that individuals with intellectual traits are the ones likely to emerge as entrepreneurs (Shaver & Scott, 1991). Within the last decade Lasselle and McElwee (2016) developed a framework that has shown the links between the concept of opportunity and the economic forces of demand and supply in the context of ethnic minority entrepreneurs to highlight that it has a

significant impact on entrepreneurial activity. This is particularly useful framework for explaining how Caribbean entrepreneurship may take advantage of opportunity and the factors that influence their economic activity.

Necessity Entrepreneurship

One theory that appears relevant to the explanation of Caribbean entrepreneurs is the theory of necessity entrepreneurship. Necessity entrepreneurship, henceforth NE, refers to immigrants who start up business activities because they face many challenges and obstacles that act as a barrier to the job market of the host country. (Chrysostome & Arcand, 2009). From its appearance into the literature NE has been a contested term without any consensus with regard to its meaning (Welter, Baker Audretsch, & Gartner, 2017; Slade Schantz, Kistruck, & Zietsma, 2018;) Researchers have opined that the term is akin to self-employment and emerges out of necessity because of barriers in the labour market (Storey 2001). It is akin to survival entrepreneurship.

What makes migrant entrepreneurs, including Caribbean entrepreneurs, NE are high levels of unemployment and seeking out opportunities from deprivation and conditions of poverty in the host country they have settled (Larroulet & Couyoumdjian, 2009). (The debate around NE also focuses on a dimension based on diverse needs Fairlee & Fossen) They assert, drawing on Maslow's hierarchy of needs that in developed economies such as the Britain. NE is driven by safety needs of these entrepreneurs rather than on physiological needs.

A strategy which focuses on cost also seem to be embedded in NE. It was suggested by Block et al., (2015) that NE is based on a strategy directed by cost leadership, the external environment in which they operated and is therefore driven by necessity. Their research concluded that strategic focus of NE was about minimisation of cost to their customers which is linked to long-term survival and this was like research by (Porter, 2011). They also assert that and combining qualities of human capital, social and economic factors such as family ties, incomes was inherent in NE. Added to this NE often creates opportunities out of a starting point of nothing (Baker & Nelson, 2005). Such is the nature of NE that it may create an avenue for unexplored

opportunities (George, 2005). Researchers have also stressed that NE is linked with a minimum skill set, few networking relationships, and low perceptions of available opportunity (LaBrasseur, & Nagarajan, 2010). One framework that helps to explain key factors involved in the creation of NE is provided below:

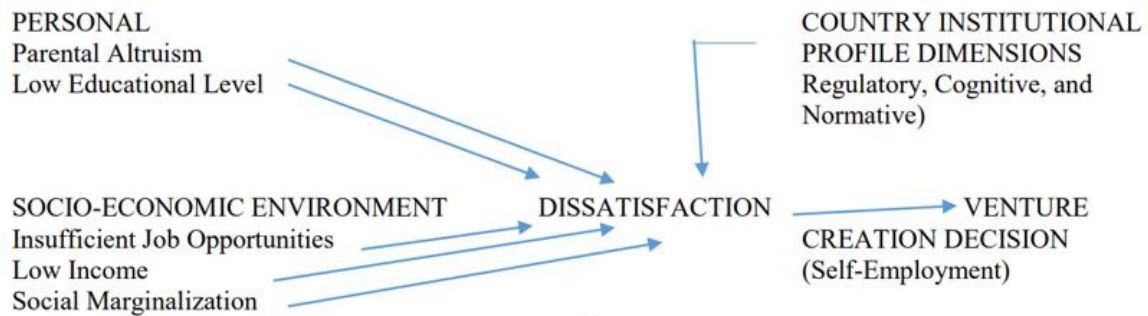


FIGURE 2 VENTURE CREATION DECISION MODEL FOR NECESSITY ENTREPRENEURSHIP

Adapted from Serviere, (2010, p. 10)

The framework above identifies and explains that there are several factors that brings dissatisfaction to necessity entrepreneurs including personal factors, prevailing socio-economic conditions, institutional factors that altogether drives NE to self-employment

In effect, there many factors that are linked to the creation of NE, these are push and pull factors (Bhola et al., 2006; Hechavarria & Reynolds, 2009; Kirkwood, 2009). Shapero and Sokol (1982) argued that the circumstances of business creation can be based on negative or positive factors start-up a business. Further, Audretsch and Thurik (2000) assert that start-ups are linked to the scare of unemployment or opportunities have been identified.

2.4.2 Social Context

Cherukara and Manalel (2011) among others have named several theories that have a bearing on entrepreneurship practices – for example, enclave, structural, *social network*, *social capital*, *social identity*. Only certain theories are explored under this subheading. The theoretical framework on ethnic entrepreneurship is focused on its conceptualisation however like entrepreneurship itself, there are many theories advanced suggesting that a complete understanding cannot be achieved in any one theory (Volery, 2007). These theories have advanced how an ethnic entrepreneur

make decisions around entry into the market, ethnic groups with common origins of country and areas of wants for entrepreneurial focus (Greene & Owen, 2004). The key theories of ethnic entrepreneurship relevant in Caribbean entrepreneurship have a cultural or a structuralist theoretical path.

Enclave Theory

It could be argued that Caribbean entrepreneurs operate in enclaves in Great Britain. Enclave theory explains immigrants in terms of geographical and social centralisation. (Bonacich & Modell, 1980; Aldrich Cater, Jones, McEvoy, & Velleman, 1985; Zhou, 2004;). The theory suggests demand for ethnic goods and services is a function of similar desire, hunger and choice which drives ethnic businesses (Portes, 1995). Enclaves is characterized by a great proportion of the migrants possessing exposure and capability to engage in business. Secondly, having some start up finances and thirdly, there should be sources of a supply of labour for these markets. Clusters provide many important resources for new entrepreneurs to exploit such as supply of labour, suppliers, access to capital, human and social, information, customer base, and psychological support (Gimeno, Folta, Cooper, & Woo, 1997).

Zhou (2004) argues that ethnic entrepreneurship exists as an intricate social arrangement of similar ethnicities existing in a self-reliant fashion. It is not difficult to identify many enclaves. In the Britain examples of enclaves of ethnicities can be found in London including Brixton, Chinatown, Peckham, Birmingham, Bristol, and Manchester. The central idea of the theory is that where there are consolidations of migrants there would be a manifestation of entrepreneurship to achieve improvements economically (Waldinger, Aldrich, & Ward, 1990). Portes, (1998) contends that there is a difference between enclaves and middlemen because middlemen are spread out across the population of the country while enclaves are not. Ward contributed to the ethnic enclave theory by asserting that ethnic community create a niche market which is protected for ethnic entrepreneurs to supply the required goods and services (Ward, 1987).

Enclave theory is not without criticisms. Crick, Chaudhry, & Batstone (2001) and Zhou (2004) argue that the theory does not hold explanatory power where multi-ethnic

communities have emerged. Others have argued that the theory does not appear valid as many ethnic migrants pursue education and pursue other career paths thereby changing the landscape of ethnic entrepreneurship (Wang & Altinay, 2010).

Social Embeddedness Theory

The social embeddedness theory may also be useful in the Caribbean entrepreneurship context (Polanyi, 1957; Granovetter, 1985). It combines both a sociological and economic perspective. The fundamental idea of embeddedness is best summed up in the following:

Actors do not behave or decide as atoms outside a social context, nor do they adhere slavishly to a script written for them by the particular intersection of social categories that they happen to occupy their attempts at purposive actions are instead embedded in concrete, ongoing systems of social relations. (Granovetter, 1985, p. 487)

Embeddedness is based on how much entrepreneurs are bound or intertwined with the environment which acts as a basis for moulding their businesses. (Aldrich & Zimmer, 1986; Carsrud & Johnson, 1989; Whittington, 1992; Uzzi, 1997). Embeddedness explains how both favourable and unfavourable outcomes of the entrepreneurial process may be affected by a multitude of factors such as culture. Research undertaken by Dahl and Sorenson (2012) also support this argument in that they found a strong restriction on entrepreneur's location decision in areas that they do have strong social relations. Caribbean entrepreneurs seem very much intertwined in specific environments in London hence the usefulness of social embeddedness.

Non-British Theory

The following section sets out several non-British theories on entrepreneurship. It is relevant to the current research on Caribbean entrepreneurship for several reasons. Their social, economic, and institutional experiences may be different to non-ethnic entrepreneurs. The set of difficult circumstances faced are often different for example, issues of marginalisation, discrimination, and racism. Culturally, they have imported different cultures from their home country. This matter, as the values that Caribbean

entrepreneurs bring may vary when compared to non-ethnic entrepreneurs from Britain.

Mixed Embeddedness Theory

One theory that seems to resonate in Caribbean entrepreneurship is the idea of mixed embeddedness (Kloosterman et al., 1999). Their argument was that when ethnic entrepreneurs were contrasted with entrepreneurs who do not identify themselves as ethnic entrepreneurs in the host country (non-migrant entrepreneurs) the differences were stark. The social, economic, and institutional context upon which ethnic entrepreneurship operated created its own unique opportunity for their businesses. The mixed embeddedness is therefore a key theoretical lens for understanding entrepreneurship and how ethnic entrepreneurs create and sustain their business opportunity. Opportunity is synonymous with cognition suggesting that ethnic entrepreneurs not unlike any other entrepreneurs begin with idea generation (Dimov, 2007). There is a view that this cognition is the genesis of the process of entrepreneurship and the development of new business entities (Evansluong, 2016).

Cultural Theory

Cultural theory is exceptionally relevant to Caribbean entrepreneurship. This is so because ethnic groups are endowed with certain qualities embedded in the culture. (Berger & Hsiao, 1988; Redding, 1990). These include commitment, risk tolerant, closely knitted to the ethnic family, adherence to ethnic traits and traditions, religious persuasions, and a focus on self-employment (Masurel, Nijkamp, & Vindigni, 2004). What is important about these features is that it creates an impetus to drive the ethnic entrepreneurial action forward to be independent through self-employment (Fregetto, 2004). The family environment of the entrepreneur is responsible for mentoring his attributes and abilities and a source of cultural perpetuation (Borjas, 1993). Culture awareness and a strong sense of national identity often occurs when ethnic groups who have entered a new country which often have different language, traditions and customs and is connected to social marginality (Jones & McEvoy, 1986). One example of this is the Notting Hill Carnival event in London. Caribbean entrepreneurs are involved in hospitality, events management, costume manufacturing, graphic design,

food and beverage, steelpan, and the music industry. Moreover, it plays an important role in cultural and social cohesion of the Caribbean and the wider community (Taylor, Casey, & Oviatt, 2016). Hence there is a suggestion that culture sustains these entrepreneurs over time.

Middleman Minority Theory

One subset of the cultural theory is the middleman minority theory. Caribbean entrepreneurship operates in a society of marginalisation, vulnerability and feeling disenfranchised. Having a minority position is viewed as a determinant of entrepreneurship (Turner & Bonacich, 1980). This theory explains that such entrepreneurs are a direct result of ostracism, hostility, discrimination, lack of opportunities from their newfound society both socially and politically Bonacich (1973) and Morokvasic (1993) term this the paradigm of middlemen with a feature that is essentially a temporary journey. Consequently, ethnic entrepreneurs engage in middlemen type occupations such as commerce, traders, contractors, fast food shops, garment traders, food shop specialising in indigenous foods and seek to enter businesses with few entry barriers and easy to exit. Two major issues resonate in this theory, firstly, they face a hostile reaction from their community due to their different culture and race. Secondly, the features of the society they have now immigrated to. The is dichotomy between the haves and the have nots. Rinder (1958) contends that this is the status gap or the separation of the wealthy few from the commoners.

Disadvantaged Theory

Another theory that seems appropriate in the context of Caribbean entrepreneurship is the disadvantaged theory proposed by Light and Gold (2006). The focus of this theory is to explain the demerits that ethnic entrepreneurs are confronted with in the country they have settled in. Some areas that they face these demerits in are the employment sector because of economic decline (Barret et al., 2001) bigotry and racism faced (Ram & Jones, 2006). The theory proposes that ethnic entrepreneurship as a substitute for employment and views differences in language, education, experience, and culture as barriers to employment opportunities. Volery (2007) points

out that this theory provides a framework for understanding unlawful activities in the society but does not justify how other widespread migrant business are created.

Other theories that are relevant to Caribbean entrepreneurial experiences relate to structuralist, constructivism, and social constructivism.

Structuralist Theory

Another theory seemingly relevant as a means of explaining Caribbean entrepreneurship is structuralist theory. This theory focuses on elements that are external as the drivers for ethnic entrepreneurship self-employment. Razin (2002) asserted that these external forces cause different ethnic groups to react in different ways. Essentially, there are push and pull forces at work. The pushing occurs due to barriers to employment Hammarstedt, (2001) and the pulling might be attributed to the attraction to profits and independence (Borooah & Hart, 1999). The environment of the country in which the ethnic entrepreneurs now operate directs their chosen activities.

Constructivism

The theory of constructivism has a direct bearing on the research undertaken since it aids out understanding of the concept of entrepreneurship in the context of Caribbean entrepreneurship in London. Fosnot (1996) suggests that this theory explains both concepts of knowledge and learning; questions that are addressed are 1) what is knowing? And how does the process of knowing occur? The theory describes knowledge as having a flexible role and not just a copy of reality:

...not as truths to be transmitted or discovered, but as an emergent, developmental, non-objective, viable constructed explanations by humans engaged in meaning-making in cultural and social communities of discourse". Learning from this perspective is view as a self-regulatory process of struggling with the conflicts between existing personal models of the world and discrepant new insights constructing new representations and models of reality as a human meaning-making in cultural and social communities of discourse (p.1).

Constructivism, according to Piaget (1980) is based on our interpretation of something and our ways of conception results in what we see, hear, and feel. Knowledge is created out of doing and the process of deliberating on what has been done. The crux of Piaget's argument was that the symbiosis with environmental objects cannot be with those objects as they physically are but with our prior mental design of these objects. Bruner (1966) contends that that constructivism is used to describe how the process of learning can occur through discovery. Meaning in constructivism is assembled and people then rationalise their encounters. Caffarella and Merriam (1999) assert that the "constructivist stance maintains that learning is a process of constructing meaning; it is how people make sense of their experience" (p. 260). In effect, constructivism is a fusion of several theories relating to psychology, philosophy, perspective of development as advocated by Piaget (Perkins, 1992). Mvududu and Thiel-Burgess (2012) advances that constructivism addresses how we learn and think.

Constructivism can be used as a structure for interpretation of the results of the entrepreneurial undertaking. Constructivist reasoning contends that a framework of harmony and coalition are needed to impact upon present day structures both social and economic in ways that give rise to a range of options for gain (Shackle, 1979; Weick, 1979; Giddens, 1984; Sarasvathy, 2001; Dimov, 2007; Felin & Zenger, 2009). The work of Stevenson et al., (1989) suggest that entrepreneurs conceive of an idea it stimulates a perception of an anticipated subsequent period that is attractive and viable. What follows is a series of manoeuvres to achieve the predetermined idea and persuade others towards achieving the outcome required (Shackle, 1979). Thus, using a constructivist *lens* we must take account of both structure and agency; we can then appreciate how societal influences shape entrepreneurial agency and how agency redefines or develops structure (Jack & Anderson, 2002, p. 470).

Further constructivism proposes that possibilities are produced by entrepreneurs' endeavour and undertaking and that such possibilities reflect the social processes through which individuals 'construct corridors from their personal experiences to stable economic and sociological institutions that comprise the organizations and markets we see in the world' (Sarasvathy, 2004, p. 289). A central focus of the entrepreneur is to capture opportunity. Opportunity emerges out of influences of our conventions and

customs and systems of beliefs (Dimov, 2007). Some scholars apply the concept of constructivism to how entrepreneurial opportunity is gestated (Berger & Luckmann, 1966; Weick, 1979; Companys & McMullen, 2007). They argue that construction of opportunity takes place by entrepreneurs and others trying to reduce its enigma on the one hand and delineating the subjective nature of the real-life social world in existence now and in times ahead. (Berger & Luckmann, 1966; Weick, 1979; Companys and McMullen, 2007).

According to Bouchikhi (1993) effective adjudication of entrepreneurship could only arise from a perplexing network involving actions of the entrepreneur, environmental factors, coincidence, and past attainment. Bouchikhi argued that the most critical element for academics and scholars is to strengthen our conceptualisation of how the entrepreneurship undertaking comes about. Previous attempts at the process of entrepreneurship examine endogenous and exogenous matters. Endogenous matters comprising the entrepreneur's attributes or courses of action (Schumpeter, 1934). Some researchers have been critical of this approach and have criticised endogenous factors. These include Low and MacMillian (1998) who opined that people who concentrate on entrepreneur's attributes often have a prejudicial position toward their success. Further, Brockhaus (1982) research did not find a connection between the attribute of entrepreneurs and a favourable outcome for the business. Duchesneau and Gartner (1990) opined that there appears to be an inverse relationship between the personality traits and business success.

Exogenous matters on the other hand comprises the environment either from a sociological or economic viewpoint. The sociological viewpoint argues that entrepreneurs are the result of our social systems (Bourdieu & Passeron, 1970; Shapero & Sokol, 1982;). From an economic viewpoint the entrepreneur is seen as one who creates a business because of opportunity (Freeman, 1982).

It is evident from the above that entrepreneurs are influenced by multiple factors and it is extremely difficult to understand the conceptualisation of the concept. Bygrave (1989b) contends that the process of entrepreneurs in a new venture "is not a smooth,

continuous, ordinary process. Rather it is a disjointed, discontinuous, unique event” (p.9).

Some of these key factors include the attributes and conduct of entrepreneurs, with independence being the most common. Another important factor is the environment in which they operate both that which encourages and impedes. The uncommon nature of the operations of entrepreneurship is another factor that is evident making it difficult to forecast entrepreneurial success. Further entrepreneurial success is nascent in nature. Prosperity in entrepreneurship is not a path that is a straight line. Then there is the issue of brilliant men and women working in unison. Another issue is the role that luck plays in the entrepreneurial process (Bouchikhi, 1993).

Constructivism is therefore very significant to conceptualisation of Caribbean entrepreneurship as it provides an approach to understanding the process of entrepreneurship from a social nature within business (Sarasvathy 2001; Baker & Nelson, 2005; Dimov, 2007; Luksha, 2008; Felin & Zenger, 2009). In effect it provides a robust theoretical underpinning. Bouchikhi (1993) contends:

A constructivist framework provides a stronger theoretical framework that confirms existing findings both about successful entrepreneurs’ traits and environmental conditions and offers a more realistic view of processes of success in which entrepreneurs, environment, chance and outcome are interrelated in a complex framework (p. 566).

From a constructive perspective one cannot doubt that an entrepreneur has the necessary skills, knowledge, and ability to achieve success in business. However, there are many variables at play that all contribute to either success or failure. Making outcome very hazy in the entrepreneurial process (Bouchikhi, 1993). Constructivism then suggest that the conceptualisation of entrepreneurship is a construction in terms of their experiences.

2.4.3 Social Constructivism

Understanding Caribbean entrepreneurship may also be considered through the social constructivism perspective as it is constructed by the views of entrepreneurs

based on their experiences and culture. There have been many interpretations of the conception of the term social constructivism in the academic literature. Social constructivism focuses on the culture of people, it is context focused and aims to produce knowledge through comprehension of social interactions (McMahon, 1997; Derry, 1999;). This view is associated with the research of (Vygotsky, Hanfmann, & Vakar 1962). Caribbean entrepreneurial traits may be linked to their culture and their historical context, hence a link to the ideas of social constructivism. Social Constructivism has its roots in the social-cognitive constructivist theory. The theory was based on a preoccupation with people's social interaction with society in which they live, its effects, the role that language plays and learning culture. Vygotsky et al. posited that social interaction is the origin of cognitive function along with how dialogue creates an arrangement for understanding. He posited that communication and social relations exist through the medium of speech. Speech facilitated our social links and our social actions and to influence the actions of others (Vygotsky et al., 1962).

He argued that a person's cognitive stages of development were a function of their culture (Feldman, 2010). Further, Vygotsky saw that one keyway of learning was based on the communication through social relations which he termed inter-psychological (Vygotsky, et al., 1962). Thus, language is a key tool of our mental process, a semiotic tool acting as a facilitator (Kozulin, 1986). An illustration can be made to highlight that we learn through a process of interaction with others.

Giving a spoon to an infant does not change the structure of his or her manual operation, and it is not sufficient for the use of this tool in the right way. To use the spoon as a tool for eating, the infant should master the procedure for the use of this tool. Therefore, "the mastery of a tool does not simply mean the possession of the tool, but it means the mastery of the procedure for the use of this tool (Leontiev, 1981, p. 213).

Another view that was advanced on social constructivism was that it was based on three pillars: (1) The reality pillar- which explains that reality cannot be discovered because it is non-existent but can be constructed through social relations of one another (Kukla, 2000); (2) The knowledge pillar- which emerges as through human

interaction, culturally and socially (Gredler, 1997; Prawat & Floden, 1994; Ernest, 1999); and (3) The learning pillar- which explains that learning emerges as part of social interactions and which involves outside factors (McMahon, 1997).

People who have similar social relations and share similar beliefs and focus often create the basis for their communication this creates a process called intersubjectivity. Social construction of meaning among people is an integral part of intersubjectivity (Rogoff, 1990). Within group there is a constant process of debate and manoeuvre going on and it is in process that knowledge and interpretations emerge and unfold. (Prawat & Floden, 1994; Gredler, 1997).

Hacking (1999) contributed to the ideas of social constructivism by advancing two categories to aid our understanding of social constructivism begins with the clarification of objects of two categories. The first category involves ideas and its social construction including doctrines, concepts, that is, a manifestation of mental images. The second category involves how physical objects, such as people, buildings, trees and its social construction.

Considering the first category, Hacking contends that the construction of ideas is correlated with social drivers. This view is supported by Haslinger (2003) who proposed that our history, culture, technology, political factors, and other social experiences help shape our contributions to theoretical, ideas generated, and concepts utilised with each other in the contemporary world. Hacking argued that our notions and compartmentalisations are the results of a merger of input of the world we see and from our interpretation of our experiences, our languages, cultures, and practices.

The second category of social constructivism focuses on objects. Mallon (2007) argued that there must be a contrast between what he proposes as social construction by causally and social construction constitutively. Social construction by causally occurs where the presence of objects is associated with people's involvement in certain social network directly responsible for the features of those objects. For instance, a watch is an example of social construction by causally and is connected to human beings through what we have created. According to Boghossian (2006), "to

say that [something] was socially constructed is to [say] that it was built by a society, by a group of people organized in a particular way, with particular values, interests and needs” (p: 16). This process of construction of the institutional and geographic environment is based on interpretations in a subjective manner (Shell, 2000). By contrast social construction constitutively occurs when an object is defined as such or part inherent qualities of the object. The following was described as “X constitutively constructs Y if and only if X’s conceptual or social activity regarding an individual Y is metaphysically necessary for y to be a Y” (Mallon, 2007, p.6). For instance, the term husband is of social construction constitutively. It constitutes both legal as well as social traditions.

An alternative perspective proposed about social constructivism in the literature is that social constructionism is connected to the long-established interpretive customs. What is today known as hermeneutics no knowledge exists outside of interpretations of reality from a subjective nature of individuals. They assert that social constructivism should have the combined ingredients of epistemology, ontology, and ideology (Lindgren & Packendorff, 2007). They suggest that the term entrepreneurship is created by human relations and that academics are entrusted with elevating its comprehension of those relations (Fletcher, 2006; Drakopoulou, & Anderson, 2007;). This view is shared by others who argue that entrepreneurship should debate and explain their positions regarding its ontology and epistemology (Busenitz, West, Shepherd, Nelson, Chandler, & Zacharachis 2003). This is necessary as it is argued that many forms of research into entrepreneurship is ill-considered in its approach and beliefs from the research methodologies implemented. There is simply a disregard for perspectives on ontology and epistemology to use existing accepted methodologies so that exploration of the concept of entrepreneurship can occur. According to Lindgren & Packendorff (2007) a key driver of social constructionist outlook “is that a conscious and critical treatment of basic research assumptions will enhance the quality of research and imply that new and/or neglected phenomena and perspectives can be included in the field” (p.4).

Given the nature of social constructivism, there are many tentacles all of which are relevant to research on entrepreneurship. These include a multitude of research

involving entrepreneurship involving a variety of interpretations. It also involves contribution to knowledge including social dealings and addresses difficult issues. For this to exist it involves concentrating on the interaction of people and groups in the society (Drakopoulou & Anderson, 2007). Social constructivism involving entrepreneurship should be a continuing process employing methods that are qualitative in nature (Lindgren & Packendorff, 2007). Our actions and thought processes are anticipated based on how individuals and groups interpret themselves. As such, when our thought processes are linked to new views and there is a construction of clever as well as peculiar views (Spinosa, Flores, & Dreyfus 1997). Research on entrepreneurship from a social constructivist perspective involves provoking and diverging from the status quo in the social and cultural environment (Lindgren & Packendorff, 2006). Social constructivism application to entrepreneurship has an outcome of liberation when considered from a “becoming” viewpoint. (Steyaert, 1997; Chia & King, 1998; Janssens & Steyaert, 2002).

Social Constructivism when considered from an ontological perspective, considers human beings as having a subjective perception of entrepreneurship in the context of their existing traditions and culture (Giddens, 1984). There are how different individuals, groups, culture, and society see entrepreneurship as based on their unique interpretations (Berger & Luckmann, 1966). Astley (1985) concludes that entrepreneurship is a social construction because of a synergetic conviction among social actors instead of natural laws and irrefutable facts.

Ontological perspective has a direct bearing on knowledge creation, its meaning and production.; this is the epistemological perspective. When applied to social construction of entrepreneurship it involves considering how we generate, explain, interpret their operations in the world we live in (Lindgren & Packendorff, 2007). We generate strong empirical knowledge when we determine how people subjectively build their entrepreneurial efforts in an evolving manner (Fletcher, 2003; Lindgren & Packendorff, 2003; Fletcher, 2006; Drakopoulou Dodd & Anderson, 2007).

Thus, according to Lindgren and Packendorff (2007) there are critical questions to be asked from a social constructivist perspective with regards to entrepreneurship, they note:

A social constructionist perspective would instead imply descriptive/interpretive inquiry into how and why opportunities, entrepreneurs, entrepreneurial processes, and entrepreneurship are constructed in social interaction between people. It also implies that it becomes of less interest to make deductive studies with fixed operationalised concepts since knowledge and concepts are created in interaction between people and their interpreted environment. With this view on entrepreneurship, knowledge cannot be objective and true, but rather as inter-subjective constructs (p.8).

Ideology is also a critical component of social construction. Ideology is interwoven with issues involving one's ethical stance, the researcher's role, and how the research is validated (Hosking & Hjorth, 2004). Research that has explanation as its goal instead of comprehension, forecasting, rather than exploration and elucidation, regardless of qualitative or quantitative nature is not within the social constructivist framework (Lindgren & Packendorff, 2007). Social construction is evident when research with people interacting with other people in their fraternity makes entrepreneurship visible to the researcher; It makes what is invisible become visible, and operationalises entrepreneurship (Lounsbury, 1998; Hitt, Nixon, Hoskisson, & Kochhar, 1999; Birley & Stockley, 2001; Brush, Greene, & Hart, 2001; Clarysse & Moray, 2004). Further, what is important to recognise is that entrepreneurship is a complicated puzzle of interdependent social actors within their own cultural setting (Francis & Sandberg, 2000; Jack & Anderson, 2002; Lindgren & Packendorff, 2003). Another view put forward was that entrepreneurship is anchored with societal structures because of dealings with each other in the society rather than detached stand-alone acts (Granovetter, 1985; Jack & Anderson, 2002). Social constructivism then is concerned with creating strategies that seek to focus on the social processes involved in entrepreneurship as it is these processes that would allow for its manifestation.

Social constructivism lens also lends itself to the methodological process and the conceptual framework and analysis used in the research (Steyaert, 1997). Examples

of such designs such as participant observations and in-depth interviews, and case studies (Jonsson-Ahl, 2002; Lindgren & Packendorff, 2006; Berglund, Dahlin, & Johansson, 2007; Sundin & Tillmar, 2008). Social constructivism assumes that because of the interactions between the researcher and the participants empirical work is said to exist. The creation and introduction of processes of social interaction is linked to knowledge generation (Lindgren & Packendorff, 2003). It is also linked to the geographic location of the entrepreneur. A socially constructed framework allows entrepreneurs as a source of learning and knowledge generation by using their chosen location to exchange information with others which can be used to enhance their capabilities and their ability to be more competitive in the geographic region, they have setup (Casson, 1993).

2.4.4 Resource-Based Theory

Another useful theory that is relevant to Caribbean entrepreneurs is the resource-based theory (RBT) suggests that entrepreneurship is about the exploitation of resources and that these resources might be unique in the field of entrepreneurship (Alvarez & Busenitz 2001). These resources include opportunity recognition, organization, and coordination of resources to create a business and distinguishing the venture's good and services from others in the market. Knowledge generation and networking are central resources within this theory. Importantly through the resource-based lens we can determine how resources manifest themselves and significantly how entrepreneurs are able to collate various heterogeneous resources for exploitation of opportunities (Brush, Greene, & Hart, 2001)

2.4.5 Bourdieu's Theories of Capital and Practice

Caribbean entrepreneurship no doubt, comprises a combination of both financial and non-financial factors. The entrepreneurial process is enhanced by the roles of social and human capital (Davidsson & Honig, 2003; Jones, & Macpherson, 2014; Marvel, Davis, & Sproul, 2014). As such, academic scholars have been keen to explore the traits inherent in the various types of capital (Bhagavatula, Elfring, Van Tilburg, & Van de Bunt, 2010; Leitch, McMullan, & Harrison, 2013). Interestingly, research by Glynn and Lounsbury (2005) in the creative sector has shown a connection with many

different types of capitals because of an attraction rationale as against a purely profit focused objective. This is consistent with the work of (McLeod, O'Donohoe, & Townley 2009). Entrepreneurial experiences can be analysed and interpreted from a conceptual perspective. Bourdieu (1986) theory of practice seems a suitable monocle to conduct a resilient analysis and interpretation (De Clercq & Voronov, 2009; Patel & Conklin, 2009). Bourdieu's theory of capital differentiates entrepreneurship capitals, including the possession of social, economic, cultural and what he expresses as symbolic capital. Fundamentally, its help to address of the methods used as well as why do entrepreneurs transforms the variety of capital in to both financial and non-financial worth.

Bourdieu's contends that the issue of capital Bourdieu, (1986), the issue of field Bourdieu (1984) and the issue of habitus, (Bourdieu, 1977) are complimentary in nature. At the heart of Bourdieu's argument is a process of rivalry among entrepreneurs for the different types of capitals, economic, cultural, social and symbolic for achieving a powerful berth within what he identifies as institutional fields, and their actions are a function of social moulding (Karataş-Özkan, 2011). Capital fulfils the goal of a transaction tool for approval and continuous relations of power and influence (Stringfellow Shaw, & Maclean, 2014). Bourdieu argues that the amount of capital, its various configurations and its disbursements is based on the institutional field (Drakopoulou, McDonald, McElwee, & Smith, 2014). Habitus dictates the pursuit of capital in an intuitive sense as suggested by (Tatli, Vassilopoulou, Özbilgin, Forson, & Slutskaya, 2014). Bourdieu asserts that habitus relates to various terms of engagement (Anderson et al., 2010). Give that are different situation in social relations habitus is about actors' reaction to these situations (Karataş-Özkan & Chell, 2015). Bourdieu refers to the term illusion, which is based on people competing for eminence.

Regarding economic capital, Bourdieu (1986) argues that it manifests itself in the form of resources owned by the business, its assets and may also take the form of assets that lack physical form. Chandler and Hanks, (1998) highlights that the business can transform non-economic capital into economic capital suggesting that the business can exploit further sources of income from these. To the contrary attempts to transform economic capital into non-economic capital involves significant of time and is complex

in nature (Jayawarna, Jones, & Macpherson, 2014). Entrepreneurs can ensure that this transformation is achieved by investment in schooling which contributes to cultivating abilities, social networks and prominence (Randle, Forson, & Calveley, 2014). Despite the significance of economic capital to small firms, Brinckmann, Salomo, & Gemuenden (2011) and Bourdieu (1984) caution on a fixation that economic capital has pre-eminence claiming that economic capital is constructed socially and embedded in our culture. As such it is paramount that entrepreneurs recognize non-economic capital such as cultural capital.

Cultural capital with its qualities of mind and character, our heritage, and our qualifications achieved from our education is significant in entrepreneurship. Cultural capital is formed from the ideas of human capital which Elam, (2008) noted involves the key attributes required by entrepreneurs including their skills set, coaching, learning, and achieving experience. Further, human capital is critical to exploitation of opportunities (Marvel, 2013). Human capital is an important driver of the innovation process in many small entities (Kaufmann & Tödting, 2003). Secondly, human capital is needed to acquire financial resources and initiate the new venture (Dimov, 2010). Thirdly, human capital plays a role in acquiring new information and benefits for the business Bradley McMullen, Artz, & Simiyu (2012) and can ensure the entrepreneur gain the advantage of profitability over competitors (Martin, McNally & Kay, 2013). Academic scholars have argued that cultural capital is of significance to entrepreneurship process (Kim, Aldrich, H., & Keister, 2006; De Clercq & Voronov, 2009; Jayawarna et al., 2014;). Cultural capital can broaden social networks, Anderson and Miller (2003), create cultural artefacts of financial worth, Bhagavatula et al., (2010), create prominence as business experience unfolds, (Bitektine, 2011). The reverse is true in that deficiencies in capital can impede blending in with other entrepreneurs (Lounsbury & Glynn, 2001; De Clercq & Voronov, 2009;). Research found that cultural capital is linked with revenue generation and making connections. It was suggested that: “cultural capital is a strong driver of sales and a facilitator for building networks and legitimacy for craft entrepreneurs” (Pret, Shaw, & Drakopoulou Dodd, 2016, p.9).

This idea bears some relevance to weak ties as it gravitates outside of your strong ties to include people you are not close to (Granovetter, 1983). Bourdieu (1986) also contends that social capital is the accumulation of wealth and prospective wealth from networking and establishing relationships in the social sphere. When one assumes connection with others in a social fraternity benefits accrue to having capital both personal and synergistic (Bowey & Easton, 2007; Miller, Besser, & Malshe, 2007). Social capital is embedded in an individual and is connected to social cohesion that can be exploited for his progress. However, Jack (2005) cautions that the sharing of resources is conditional on how robust the connection is. The ability to nurture and sustain relations is also quite a challenge (Vershina, Barrett, & Meyer, 2011).

Symbolic capital emerges and is triggered once the other forms of capital has been established (Bourdieu, 1986). According to Bourdieu (1986) this form of capital provides the benefits of confidence in the pre-eminence of product, enkindle belief, and validate the operations of the entrepreneur (Harvey, Maclean, Gordon, & Shaw, 2011). Terjesen and Elam, (2009) research suggests that symbolic capital retains prominence, fame and repute from the operations and behaviour of entrepreneurs. However, Fuller and Tian, (2006) argue that the effectiveness of symbolic capital is dependent on the significance other parties place on it. Some researchers contend that where symbolic capital is sparse it may hinder entrepreneurial activities, achievement, and prominence (Reuber & Fischer, 2005).

It follows that entrepreneurship is about achieving legitimacy by new entrants to the market involving combining procedures with societal structure as they lack experience, belonging and validity of existing players in the field (Aldrich & Fiol, 1994). Others view capacity to gain business success in terms of legitimacy. It is all about trustworthiness to gain support (Aldrich & Baker, 2001). To achieve legitimacy, it is a process of formulation of what is unfamiliar and making it plausible (Aldrich & Fiol, 1994). New entrants to the market must achieve two objectives in addition to legitimacy. They must bring a good or service that is original and take advantage of opportunities not fully explored (Shane & Venkataraman, 2000). It appears from the literature surveyed that a major theme that emerges is the impact of culture on entrepreneurship.

2.5 Entrepreneurship Practices

Entrepreneurship involves taking ideas and transforming the ideas into tangible actions. As such, there are many process and practices involved in entrepreneurship delivery of goods and services. These processes and practices might help in terms of its relevance to understanding Caribbean entrepreneurship Three of these practices are discussed under this subheading.

2.5.1 Geographical Location

One of practices of Caribbean entrepreneurship process is situating their businesses in a geographical context. This section provides details of the reasons for the geographical context in the existing literature.

Historically, entrepreneurship has played a crucial role in the economic development of many countries (Schumpeter, 1934). He pointed out that entrepreneurs were the pivotal agents who are instrumental in the growth of the economy. Economic activity is a key yardstick benchmarks contextualisation of entrepreneurship as it is the economic activity that brings a return for the efforts of business activity (Kirzner, 1979). The process of economic activity involves a combination of resources, focus on expanding and developing new markets, individuals taking risks (Groot, Nijkamp, & Stough, 2004). Significantly, entrepreneurship involves the provision of goods and services to the society which provides employment and activates policies from the government to support such endeavours (Audretsch & Fritsch, 2002). Given the significance of entrepreneurship to economic development significant interest in the geographic location decisions are not only pivotal but an irrefutable aspect of entrepreneurial practices (Van Praag & Versloot 2007; Lafuente, Vaillant, & Serarols, 2010). This of course depends on the nature of the industry, the extent of resources, support infrastructure, local determinants, motivations, and intellectual understanding (Ferreeira, Marques, & Fernandes, 2015). Historically, Weber (1905) has argued that the location decisions was a function of transport costs, labour costs, and economies of scale. More recently some scholars have argued that location decisions are directly related to profit maximisation and keeping cost to its lowest (Grimes, 2000; Ouwersloot & Rietveld, 2000; Holl, 2004). This view was like research by Kupke and Pearce (2000)

examination of almost 100 small and medium enterprises (SMEs) in Australia. The survey undertaken by them found the two significant location factors for entrepreneurs were nearest to the central business area and having direct access to infrastructure such as main roads.

Geographical location is of such significance that the process of entrepreneurship is restricted by geography as an individual builds up his understanding about his or her occupation from other stakeholders such as customers and suppliers locally (Birley, 1985). Malecki (2009) points out the importance of geographic location of entrepreneurs by concluding that some areas are much more entrepreneurial than others because of a host of variables. These might include the outgoing personality of the entrepreneur that seeks out information and make contacts and his or her risks taking inclination (Malecki & Poehling, 1999). Another variable at work might be the entrepreneur's ability to be conscious of the external elements in the environment in which they operate (Julien, Raymond, Jacob, & Ramangalahy, 1999). It was suggested that ethnic entrepreneurs, tend to be clustered geographic regions, usually inner-city areas as well in specific sectors of the economy (Ram & Smallbone, 1983).

Furthermore, location decision is inextricably linked to networks, potential customers, supply chain, clusters, government institutions and trade associations (Lloyd & Dicken 1977; Felsenstein 1994; Arauzo & Viladecans, 2006). Taking a different view some researchers posit that location was connected to characteristics inherent in the personality of the entrepreneur (Arauzo & Manjón (2004). Research has shown the personality traits of entrepreneurs positively correlate with the intention to start a business, success and by extension seek out appropriate locations to commence operations (Brandstätter, 2011). There is a view that many entrepreneurs set up their businesses near their cultural heritage and based on reasons involving emotions (Dahl & Sorenson, 2011). There is a link that the chosen environment of entrepreneurs is influenced by customers with similar common attributes as theirs (Murray & Dowell, 1999). Taking this notion further they often cater to their confined markets comprising consumers of nationalities like their ethnicities that are parallel to theirs. (Rath & Kloosterman, 2000). Ethnic entrepreneurs therefore tend to locate their businesses near that niche was also supported by (Malecki, 2009). This view suggests a positive

connection with social capital, their culture, and the location choice. To the contrary it might result in negative consequences such as a restricted market which would hamper business expansion.

Proponents of the neo non-migrant theory of entrepreneurship asserted that economic activities were intertwined with its geographic location and physical spaces (Ponsard, 1983). This theory explains that entrepreneurship was about the process of converting the inputs of production into outputs. Location in rural or urban areas might be linked to the size of the venture, small or large and its related transport cost implications (Burdina, Hearne, Bitzan, & Burdin, 2005). Arguably the location decision was critical to achieving the production function and keeping cost minimised., They also suggested that factors such as infrastructural facilities, closeness to raw materials, labour supply and market demand are critical to the location decision (Ferreira et al., 2010). What is suggested here is that the location decision of these entrepreneurs is a result of opportunity seeking which is essentially demand side entrepreneurship (Light & Rosenstein, 1995). This decision is fraught with complexities and is never a simple one. The location decision of entrepreneurs is also driven by the capability to co-ordinate and manage resources. This aligns with the competence view of the firm (Maskell, 1998).

Entrepreneurial location decisions are strongly connected with an environment which is comprised of customers, suppliers, financial institutions, and government support facilities (Arauzo & Viladecans, 2006). These are what some researchers view as external factors influencing entrepreneurial location as asserted by (Dicken & Lloyd, 1977; Van Dijk & Pellenbarg, 2000). They assert that the entrepreneurial decisions are tied to where the demand is, networks of suppliers and ease of access to them, infrastructural support, financial institutions, and government incentives. One argument put forward is that geographic juxtaposition promotes networks which encourages entrepreneurship (Johannisson, 2000). He argued that clustering of businesses drives networking and the amalgamation of these results in entrepreneurial activity.

It was posited by Porter (1998) that clusters are like-minded businesses in close geographic proximity to each other and interconnected by shared economic and social ties. This is not surprising as research undertaken by Pennings (1982) suggests that entrepreneurial activity in an area is positively correlated with certain characteristics in a geographic area. Clustering therefore has a well-connected relationship with entrepreneurship (Long & Zhang, 2012). First, as more businesses concentrate their location it drives more to become involved in business start-ups and secondly entrepreneurship itself can drive clusters to be formed. These clusters share similar customers, information and advice to each other, innovative activities in how they conducted their business and created opportunities for expansion and employment generation for both themselves and other workers (Delgado, Porter, & Stern, 2010). Information is a critical component of clustering as it creates synergies among entrepreneurs such as information exchange (Miles et al., 2005). Miles et al., was also supported by Gurrieri, (2013) who contended that fast and effective exchange of information and ideas among similar localised entrepreneurs has shown to improve the performance of the business. Clustering suggests a coming together of people with special skills; access to capital; reduction of transaction costs; the presence of demand; motivational factors, such as prominence and significance (Krugman, 1991; Storper, 1997). Clustering is a mechanism for positive feedback loop for new start-ups, competitive advantage, and opportunity exploitation (Porter, 1998).

Shane and Cable (1999) contends that relationships between venture financiers and entrepreneurs encourage entrepreneurs to make location decisions near to these venture financiers, presumably because of easier acquisition of funds. Consequently, geographic location may act as a driver for networking which advances entrepreneurial activity (Dicken & Lloyd, 1977; Granovetter, 1983; Van Dijk & Pellenbarg, 2000). It stands to reason that geographical location maybe the result of the build-up of networks where the business has positioned itself. What is clear is that geography, networking, culture and ethnicity cost and convenience and entrepreneurship are closely connected and interwoven with each other.

2.5.2 Customers Care

Another practice within entrepreneurship involves the provision of goods and services to customers to ensure customer care and in so doing provide employment and activate policies from the government to support such endeavours (Audretsch & Fritsch, 2002). Caribbean entrepreneurship is no different and the customer care practice is particularly useful. Caribbean entrepreneurship is tied to small businesses tailoring their activities towards their customers. Entrepreneurship plays a significant part of customer value. Weinstein and Pohlman (1998) suggestion that entrepreneurship was the prime tool for generating customer value through spotting their needs better than their rivals. According to Nasution, Sembada, Miliani, Resti, & Prawono (2014) there is an interconnection between entrepreneurship and customers. When taken together the experiences and a focus on the values of customers is a source of competitive advantage for entrepreneurs. Entrepreneurship involves a process of learning which contributes to improvements in customer value (Slater & Narver, 1995). Holbrook (1999) contends that customer value encompasses low prices, satisfaction from the product quality and what the consumer receives for what they spend in the exchange transaction. He argued that the undertaking of entrepreneurship allows for detecting customer needs and thinking of creative processes to address those needs. In fact, in many micro firms, entrepreneurs have pertinent conversations with customers in their daily interactions and this is a distinctive aspect of their business. Owner-managers themselves usually spend a considerable part of their working day in contact with customers and this provides a platform for understanding the needs of customers (Orr, 1995). Further, analysis of value can be thought of in terms of the practices, creativity, abilities, activities, and its links with government (Walters & Lancaster, 1999). Customers can be used as a reservoir of information and feedback which encourages entrepreneurial learning and development. Learning inclination strengthens the relationship between customers and entrepreneurs by supporting the business in establishing sound processes for information and abilities to translate and develop awareness of the needs of customers (Boulding, Staelin, Ehret, & Johnston 2005).

Another dimension to customer care is convenience. It could be argued that the concept of convenience might be key to understanding consumer choice (Sundström, 2007). She suggested that consumers choice of where to undertake their purchases was driven by convenience, although convenience is a complicated idea influenced by factors such culture and norms. Speed of purchase, ease of access, availability and comfort are important aspects of convenience (Shoenberger & Thorson, 2014). It must be acknowledged that in certain markets convenience might be connected to seeking out certain goods and services that might not be otherwise available, in other locations (Kaufman, Scarborough & Lindqvist, 2002).

2.5.3 Marketing Strategies

Caribbean entrepreneurship like many forms of entrepreneurship has the practice of marketing in one form or the other to promote its products

Marketing strategies are a critical capability of entrepreneurs and by extension is a key pillar to small firm survival (Carson, Cromie, McGowan, & Hill, 1995). Marketing may be conceived as strategies, knowledge, and skills to stimulate additional business (Kohli & Jaworski, 1990). Entrepreneurial marketing accepts that the entrepreneur is pivotal in the strategy of marketing (Morrish, Miles, & Deacon, 2010). It involves analysis of external stakeholders such as customers and competitors (Varadarajan, 2009). Entrepreneurial marketing allows their suppositions to be heard and allows for market creation. Furthermore, marketing strategies allows entrepreneurs to gain competitive advantages over competitors through greater market share and increased income (Varadarajan, 2009). There is view that successful entrepreneurs must position themselves with their markets and be both drivers of and be driven by the markets (Jaworski, Kohli, & Sahay, 2000). Jaworski et al. contends that this complimentary behaviour is based on responses to signals in the market and to accessing information through intelligence gathering.

One strategy used by entrepreneurs in their innovative processes and as a means of attracting new customers and retaining these customers to their good and services is word-of-mouth marketing (East, Romaniuk, Chawdhary, & Uncles, 2017). There is evidence that entrepreneurs use a bottom-up approach to marketing by focusing on

the demand of a minority of customers at first and then magnify its foothold as learning, competence and thus creating a strategy through a form of security for the business (Dalgic & Leeuw, 1994). Marketing undertaken by entrepreneurs is of such importance that it extends beyond customers. It involves targeting other networks of markets focusing on its generation and growth to add value to the business (Gummesson, 1987). This allows for quick responses, intelligence gathering, effective communication and feedback (Orr, 1995).

Despite the efforts of entrepreneurs with their marketing strategies ethnic minority entrepreneurs, including Caribbean entrepreneurs often face significant barriers. The following section consider the main barriers to ethnic entrepreneurship.

2.6 Barriers to Entrepreneurship

Caribbean entrepreneurs are by their very ethnic minority businesses. There are major challenges faced by ethnic entrepreneurs. The history of ethnic minority businesses is such that they face obstacles with a gateway to finance (Bates, 2011). Carter, Mwaura, Ram, Trehan, & Jones note:

The experience of unfavourable credit outcomes varies among entrepreneurs from different minority ethnic groups. Black African firms are more than four times as likely as White firms to be denied a loan outright, Black Caribbean firms 3.5 times as likely, Bangladeshi firms 2.5 times as likely and Pakistani firms 1.5 times as likely (2015, pp. 52).

There is also considerable scepticism regarding applying for loans as many ethnic minority businesses are consumed by a fear of rejection (Kon & Storey, 2003). They found that 31% of Black Caribbean had not applied for a loan due to being afraid of rejection of the application. Further Fraser, (2009) pointed out that ethnic minority entrepreneurs does not always head in one way, but many have had a range of different experiences regarding finance. There were factors other than discrimination that accounted for different experiences faced by ethnic minority businesses. Fraser contends that other factors such as where the business is in its life cycle, past financial performance, successes, and failures. Research by Blanchflower, Levine, &

Zimmerman (2003) take a different position they found that ethnicity was a central issue in the discouragement about accessing financial especially for Black Caribbean businesses. Given that banks and other financial institutions use rigorous objective rather than subjective procedures for loan application it could be argued that Caribbean business might be discouraged by their own simulacrum (Fraser, 2009). The issue with barriers to finance may be linked to certain postcodes and sectors and these factors may also be intertwined with ethnicity affecting the outcome of applications for finance of many ethnic minority businesses (Ram & Jones, 2008). Clustering areas of London also has its challenges in terms of financial barriers for Caribbean entrepreneurs it might be argued (Basu, 1991). Basu suggested that the areas where they tended to set their businesses was made up of customer with relatively low-income levels and low levels of spending power. Hence, they battle against poor access to credit, poor business location premises, often not well maintained in many instances, and a customer base that has weak spending power and in crime infested areas (Barret et al., 2001). It follows that access to finance may be independent of ethnicity on the one hand but may also be incidental to ethnic issues. Added to this is the issue of costs. To get a sense of some of the barriers to setting up a business in London the London Annual Business Report (LABS) (2007) has that noted that the cost of current premises was a major barrier to many businesses and that it was the third major constraint on running businesses. A barrier faced by ethnic minority businesses is the access to markets. Essentially, if the volume of demand for the goods and services are not there, then the earnings capacity will not be significant to sustain the business (Jones, Barrett, & McEvoy, 2000). Research by Ram and Jones (2008) suggest: "the need to drum up custom proved a challenge at the outset for immigrant newcomers searching for market space amid deeply rooted incumbent native firms" (p. 5). For Caribbean entrepreneurs to expand their business and have a sustained demand there would need to be a combination of both ethnic allegiance and closeness of the neighbourhoods near the business location (Aldrich, Carter & Jones, 1981). There is a view by Ward (1985) that the market demand for Black ethnic entrepreneurs in the Britain is too small and there was a need to augment this demand into markets that are represented by whites. Further, the sectors in which Caribbean entrepreneurs operate are largely low value, face competition from larger

businesses, operate low profit sectors such as food, retail, service sector areas such as hairdressing and barbering make economic survival a continuous struggle (Carter et al., 2015).

A third barrier that impacts on ethnic entrepreneur businesses has to do with poor management skills and education levels (Bates, Jackson, & Johnson, 2007). They assert that management's skills and education levels are crucial elements of the entrepreneurial start-up processes and the ability to sustain their businesses. Entrepreneurs who possess management skills are more likely to discover opportunities and engage in entrepreneurial activities using their knowledge as a key intangible asset and to their strategic advantage (Thompson, Jones-Evans, & Kwong, 2010). Further, Ram and Jones (2008) contributed to the issue of education by suggesting that it was not just the education but the use of it. Ram and Jones found that there was the inconsistency between entrepreneur's qualification and a field of occupation chosen which was unrelated to their qualifications. Despite these challenges' entrepreneurship is very important. The following section explores the importance of entrepreneurship.

2.7 The Importance of Entrepreneurship

Entrepreneurship is important from both an economic and social standpoint. Caribbean entrepreneurship contributes to the economy of Great Britain. Shaffer (2006) points out that growth in employment, both local and national is based on entrepreneurial activity. Fritsch & Mueller (2007) draw a similar conclusion on employment opportunity generation but also adds that it contributes to economic growth and development of a country. The gross domestic product (GDP) of a country represents the total value of goods and services produced by the economy. It follows that entrepreneurial activity contributes to the (GDP) as these activities involve providing goods and services. The Britain government has suggested that there are likely to be about 300,000 ethnic minority businesses made up of 6% of the small firm population in the Britain (BIS, 2013b). In the last decade, the UK government calculations suggest that ethnic minority business contribute £3billion to the UK economy (BIS, 2013b). Additional contributions to the economy include the

resuscitation in sectors that have been on a downward spiral (McEwan, Pollard, & Henry 2005). They contend that entrepreneurship leads to the improvements or reinforcements of supply chain links to other businesses (Mascarenhas-Keyes, 2008).

Further, entrepreneurship contributes to levels of innovation in the economy. Research by Wennekers, Van Stel, Thurik, Reynolds (2005) found a correlation between the scope of the activity of entrepreneurs and the scope of innovation of a country. Entrepreneurship also contributes to advancement in technology. Acs and Varga (2005) found that the activities of entrepreneurs were connected positively with changes in technology. Many entrepreneurs export this technology and other goods and services which earn valuable foreign exchange for their country. By extension technology is connected to growth and development of that country. Ultimately, it is the standard of living of people that are improved because of the economic consequences of entrepreneurship.

On the social side, there are also benefits. A seminal contribution by Blanchflower and Oswald (1998) entitled "What makes an entrepreneur?" indicate that a comparison between workers employed on wages and entrepreneurs that there was a much higher level of job satisfaction among entrepreneurs. Frey and Benz (2003) conducted research across various countries and drew a similar result. According to Mair and Martí (2006) entrepreneurship creates social change and addresses the social needs of the society. This occurs because entrepreneurs address not only the social needs of the society but also tackle social problems. This no doubt that entrepreneurship enhances the society and may improve the quality of life of people. Some academics contributed to the debate by suggesting that ethnic entrepreneurs' businesses in terms of adaptation to the society and a means of integration of new migrants in their local economies and communities (Jones et al., 2012; Zhou, 2004). Entrepreneurship contributes to the skills development of a society including leadership skills, interpersonal skills, communication skills, and cognitive skills (Davis, 1993). Put simply, it is the oil that keeps the lamp burning in the economy.

2.8 Research Designs, Methods and future challenges for Entrepreneurship

Entrepreneurship research has had a plethora of research designs linked to various descriptions and identifications and related problems. Some of these designs are still relevant in the Caribbean context of entrepreneurship to capture rich primary and secondary data. These are interviews, observations, and documents. Regarding Caribbean entrepreneurial traits a useful strategy to determine their entrepreneurial traits would be semi-structured interviews to capture rich data for analysis and explanation. Observations of Caribbean entrepreneurs is also useful to gauge how and why entrepreneurship occurs in their natural settings. Past research has focused on many issues but have had many challenges. Looking forward there are several challenges to entrepreneurship. Table 2.2 spotlight the relationship with the three elements

TABLE 2: RESEARCH DESIGNS, PAST AND FUTURE CHALLENGES

Research Design	Past Research	Future Challenges
Decision		
Specification of purpose	Little clarity, descriptive lack of unity	Clearly stated, explanatory, further economic progress
Specification of theoretical perspective	Weak theory Development, implicitly suggesting strategic choice	Theory driven, clearly stated assumptions, variety of theoretical perspectives

Specification of focus	Focus on personality or cultural determinants	Focus on the entrepreneurial process in the social context
Specification of level of analysis	Primarily single level analysis	Multiple level of analysis
Specification of timeframe	Narrow timeframe	Wide time frame
Specification of methodology	Case study, cross sectional surveys, single method, descriptive, quantitative methods	Theory driven, apriori, hypotheses, multiple methods, explanatory

Adapted from Low & Mc Millian (1988)

2.9 Documents Studied

Several documents have been identified as relevant to this research and to support the data-collection strategy used in this study, six (6) documents were selected for review and analysis. They are:

1. Global Entrepreneurship Monitor Report GEM (2020).
2. The Institute of Directors Report on Migrant Entrepreneurship (2016).
3. Report on Ethnic Minority Business in the UK: A Review of Research and Policy Developments.
4. Researching African Caribbean business in London.
5. Migrant Entrepreneurs: Building Our Businesses Creating Our Jobs.
6. European Commission Green Paper: Entrepreneurship in Europe.

These documents have content matter that are linked to the overall purpose, aims and objectives of the research

TABLE 2.3: DOCUMENTS AND RESEARCH LINKS

No.	Document	Research Links
1	Global Entrepreneurship Monitor Report GEM (2020)	<ul style="list-style-type: none"> • Conceptualisation of entrepreneurship • Framework conditions for entrepreneurship
2	Migrant Entrepreneurship in the Britain Institute of Directors (IOD) (2018).	<ul style="list-style-type: none"> • Pathways to entrepreneurship • Migrant entrepreneurship experiences • Barriers to ethnic entrepreneurship
3	Report on Ethnic Minority Business in the UK: A Review of Research and Policy Developments (2009).	<ul style="list-style-type: none"> • Features of migrant entrepreneurship • Pathways to entrepreneurship • Entrepreneurship policies
4	Researching African Caribbean business in London (2000).	<ul style="list-style-type: none"> • Themes: economic, social, political and geographic context • Challenges of migrant entrepreneurs
5	Migrant Entrepreneurs: Building Our Businesses Creating Our Jobs (2014)	<ul style="list-style-type: none"> • Migrant entrepreneurship features • Contributions of migrant entrepreneurs • Challenges faced by migrant entrepreneurs • Traits of ethnic entrepreneurs

6	European Commission Green Paper: Entrepreneurship in Europe (2003)	<ul style="list-style-type: none"> • Conceptualisations of entrepreneurship
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Themes from the literature and the research questions

The following table highlights the key themes from the literature to address the research questions:

Table 2.4: Themes from the literature

Research Questions	Themes from the literature that address the research questions
RQ1. What do Caribbean entrepreneurs say is the process of entrepreneurship?	<p>The process of entrepreneurship is multifaceted, so it is linked to various themes including</p> <p>Strategy formulation, customer care, knowledge and learning, finance generation, opportunity recognition, risk taking, geographical positioning strategy, demand and supply, networking. These themes are not listed in order of importance since each entrepreneur has his or her own experiences and a different approach to what matters most.</p>
RQ2. How do selected Caribbean entrepreneurs describe their understanding of entrepreneurship	<p>Generally, Caribbean entrepreneurs see entrepreneurship as a need for survival. This brand of entrepreneurship is so</p>

	<p>engrained in Caribbean people psyche that it is considered an integral part of Caribbean culture.</p> <p>Push and pull factors have resulted in social displacement, necessity-based and opportunities for some to progress inspite of the disadvantages and challenges that they faced. Individual personality traits how opportunities or lack of them are handled.</p>
<p>RQ3. How are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised?</p>	<p>The processes and practicalities depend on the nature of opportunities and risks faced, how these were handled, and the marketing and customer care strategies selected. Practicalities were also operationalised with in the notion of Caribbean culture and geographical positioning. This is manifested in the annual Notting Hill Carnival which is spearheaded and organised by Caribbean people. This is made possible because of Caribbean migrant settlement patterns across London.</p>
<p>RQ 4 What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants?</p>	<p>Non-migrant entrepreneurs experience entrepreneurship on different social and economic levels. This is largely responsible for different approaches used by migrants and non-migrants. Caribbean entrepreneurs tend to have</p>

	<p>an unstructured and informal necessity based. approach whereas non-migrants tend to have a more structured and formal approach.</p>
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2.10 Policy Contribution

Entrepreneurship is such an important issue that over many decades the government has created policies to promote entrepreneurship and offer support by developing entrepreneurs in the Britain. During the 1980s there was a concerted effort to develop the supply of new UK businesses, and micro business came to the forefront as an opportunity to create jobs Birch (1979) and contribute to the economic growth of the economy. The late 80s and the 1990s, the policy was aimed at improving ‘quality’ of the UK micro businesses through specific approaches including business advice and guidance like the business link service. At the beginning of 2000, the approach began to focus on the dual role of social policy to improve opportunities for deprived and less fortunate individuals and communities as well as initiatives to improve the productivity of small businesses. At around 2010 the government’s policy changed to focus on providing funding schemes such as start-up loans, business angel co-investment fund, skills training, support, and advice.

Grants, loans for small businesses including mentoring, advice, training have been the core of government’s policy. With regards to ethnic entrepreneurship support, the Department for Business, Energy and Industrial Strategy and Racial Disparity Unit (BEIS) has pointed out that since 2012 more than 11,000 start- up businesses have attained financial support of up to £25000 to black, Asian and ethnic minority businesses (BAME). The idea behind the government’s policy rest in ensuring a more equitable society effectively addressing the inequality in the society. The government has pursued a policy that provides opportunity from people of all backgrounds to access capital for their business ventures. The Department of Business (2018, p.1) reports: “Since the scheme began in 2012, more than 55,000 businesses have been supported – equivalent to around 25 every day. More than £400 million of finance has

been provided and helped create more than 66,000 jobs. 1 in 5 of the loans have gone to BAME recipients”.

The research findings underscore the significance of BAME contributions to the economy of the UK. Further, given the findings of the research, the business Minister of the Conservative government in 2018 pointed out that the pillars of the government’s policy were about fairness and equality. The Minister states:

Through our efforts to create a fairer society, we are ensuring that entrepreneurs from all backgrounds can access the finance they need to make their businesses grow and succeed. The government is continuing to look at new ways to tackle racial inequality in our society and make sure that everyone has the same opportunities to progress (Department of Business. (2018, p.1).

2.11 Summary of the emerging themes

The literature review has been focused on understanding the current debate as to entrepreneurial experiences, with a specific focus on Caribbean entrepreneurs who were based in London. In reviewing the current debate there are several emerging themes which this study intends to focus on including the process of entrepreneurs, such as whether Caribbean entrepreneurs have the necessary skills and knowledge to access the resources needed to establish then grow the business. For writers such as Carson and Cromie (1998) although not specifically related to Caribbean entrepreneurs, the study recognised the issue that entrepreneurs, particularly those with an ethnic background, needed to have barriers removed to access certain resources including finance. Linked to this was also Ram and Smallbone (2001) study together with Howorth (2001), and Thomas and Krishnarayan (1993) who independently acknowledged that often ethnic minorities can face additional challenges including the ability to raise funds and finance, which led to Howorth (2001) to note that often this group of entrepreneurs would rely on family and friends to raise the required equity, but what remained unclear was whether this was also the case and experience for Caribbean entrepreneurs.

To emerge from the literature was the importance associated with the profile and process of entrepreneurship. Dimov (2007a) and Vogel (2016) both asked the question as to what makes up an entrepreneur. For writers including Dimov (2020), the question was whether entrepreneurship was embedded into language and persona of the individual, and whether these factors were in anyway influenced by the person's cultural background. Building on this perspective of Dimov (2020), for this study, the question is whether these factors are influenced or informed by being first- or second-generation Caribbean entrepreneurs. In exploring the persona of an entrepreneur, for some studies including Weinstein and Pohlman (2014), there was evidence to suggest that entrepreneurial activity often provided the means to identify market opportunities as they are closer to the customer compared to more established businesses, but the question which remains was whether these were also experienced by Caribbean entrepreneurs. Closely aligned to markets, was the theme of supply and demand, and how the concept of opportunity and economic forces of demand and supply was particularly important for ethnic entrepreneurs, who were often influenced by the geographic region or locality of the community they served.

To emerge from the literature review was also the importance of entrepreneurial risk-taking and how entrepreneurs managed this business activity. When exploiting opportunities and resources, there is always a risk, which needs to be planned, coordinated, and mitigated for, therefore needs to be factored into the decision-making process. Link to risk-taking was also spatial positioning of the business informed by the geographical location, which for Ram and Smallbone (1983) is often for ethnic entrepreneurs the basis for the business location and activities, which tend to be in inner-city locations, whereby mitigating or minimising potential risks. What could not be determined from existing literature was whether Caribbean entrepreneurs conformed with Ram and Smallbone (1983) conclusions. This theme of geographical location was taken up by Malecki and Poehling (1999) who highlighted that ethnic entrepreneurs were clustered due to local connections and knowledge, but again what remained unclear was whether this was the same for Caribbean entrepreneurs? In Extending this theme of geographical location further, the literature review revealed that Dicken and LLOYDD (1977) and later van Dijk and Pellenbarg (2000) highlighted

the importance of demand and supply and the connection to the entrepreneurial network, which for ethnic entrepreneurs is also interlinked to culture, ethnicity cost and convenience, hence the importance of locality.

In understanding the activities of an entrepreneur, the literature review has drawn on a series of theories to contextualise from an academic perspective this theme. One of the key themes was called resource-based theory or RBT, which represents how entrepreneurs use and exploit resources to identify and recognise opportunities in the marketplace. However, while RBT provides a strong academic theoretical framework, what remains unclear is the experiences of these entrepreneurs being able to identify these opportunities, particularly from a Caribbean entrepreneur perspective. Based on these emerging themes of: entrepreneurial strategy formulation, customer care, knowledge and learning of the entrepreneurs, finance generation, entrepreneurial recognition of opportunities, entrepreneurial risk-taking, geographical positioning strategy, demand and supply, and finally entrepreneurial networking, the study will ask the first research question to determine the processes or characteristics of an entrepreneur: *what do Caribbean entrepreneurs say is the process of entrepreneurship?*

From the literature, the second emerging theme was also what constituted or made up an entrepreneur. There has been a great deal of academic debate presented as to how entrepreneurs understand their business activities and what influences them. In exploring this theme from a Caribbean entrepreneurial perspective there were several theories which have been presented to explain how entrepreneurial activity can come about. One of the key theories was the push and pull factors. For writers such as Borooah and Hart (1999) and Hammarstedt (2001) there are various motives or needs why an individual becomes an entrepreneur, which can include the pull factors of being motivated as they see an opportunity or push factors like needing to survive, therefore needing to become self-employed. While these studies have been informative, there was relatively little research conducted around Caribbean entrepreneurs, which this study intends to address. Closely linked to the push and pull factors of entrepreneurs, and those of Caribbean descent was the theory of necessity. Writers including Chrysostome and Arcand (2009) and earlier by Storey (2001) noted that ethnic

entrepreneurs often faced many challenges, which sometimes led to the individual needing to become self-employed and an entrepreneur, but again there was limited academic studies conducted specifically as to the experiences of entrepreneurs from the Caribbean. For most of the entrepreneurial academic literature, there was a common theme associated with opportunity and the need for customer focus. Research by Vogue (2016) saw the theme of opportunity, as being of a key importance of entrepreneurial activity but was also linked to the location of the business. This was particularly the case for those entrepreneurs who had an ethnic background, as they tended to be geographically bound as discussed above. But at the same time, there was the debate as to whether entrepreneurial opportunities were influenced or informed by other factors beyond push and pull, necessity or locality, but linked to the cognitive ability of the individual seeing and seizing opportunities, as noted by Alvarez and Busenitz (2001). Close linked to this theme of cognitive ability was the current academic debate as to the personality of the individual entrepreneur, and whether the person is driven by the need to succeed, to learn, having the correct skills such as understanding how to prepare and implement a marketing strategy or simply the need to survive. In addressing these academic themes, but from a Caribbean perspective, the second research question will ask: *how do selected Caribbean entrepreneurs describe their understanding of entrepreneurship?*

The literature review then focused on processes and practicalities of self-identification, and specifically at the operationalisation of activities and whether there was academic evidence to indicate that self-identification and perspectives in anyway changed based on the individual entrepreneur being a first- or second-generation migrant. The current literature (e.g., Varadarian, 2009) highlighted the importance associated with operational activities including, as noted above, the importance of customer care and being able to market the product or service. However, as noted by Varadarin (2009) amongst other writers, ethnic entrepreneurs tended to face significant barriers in being able to reach their customers, and the question which emerges was whether this was the case for second generation Caribbean entrepreneurs, as in those born in the UK, but had native Caribbean parents. This question was also posed by Audretsch and Fritsch (2002), but not from a Caribbean entrepreneurial perspective, therefore the

third research question will be: *how are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised?*

The final part of the literature review raised another question as: to what cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants. This fourth research question was related to the theme of self-identity and whether ethnic entrepreneurs held a different perspective to non-ethnic entrepreneurs. This theme was informed by the mixed embeddedness theory as proposed by Kloosterman et al. (1999), who highlighted that social, economic, and institutional factors can present different challenges and barriers to ethnic entrepreneurs, but do these challenges and barriers still exist from a Caribbean entrepreneurial context, and if so what are they, and are there perceived different levels of economic and social opportunities based on the individual being first- or second-generation entrepreneur? In the table below, a summary is provided as to how these emergent themes informed the research questions.

Research question	Theme	Key Literature and emergent themes
RQ1 What do Caribbean entrepreneurs say is the process of entrepreneurship?	Entrepreneurial strategy formulation	Important for the growth phase of an entrepreneurial business (Berry, 1998), is the need to remove obstacles including deficiencies in financial resources along with time constraints of the entrepreneur (Bhide, 1994). However, according to Carson and Cromie (1989) (section 2.3.2.1), many entrepreneurs do not apply any planning nor strategy techniques though the study recognised the need for planning. What remains unclear is whether this the case for Caribbean entrepreneurs.
	Entrepreneurial customer care	Entrepreneurial activity (section 2.5.2) often involves generating and providing value to their customers through spotting opportunities (Weinstein & Pohlman, 1998), through understanding consumer choice and preference, whether the purchases are driven by convenience, which are influenced by factors such as culture and norms, the speed of purchase, ease of access, availability and

		comfort (Shoenberger & Thorson, 2014). Therefore, owner-managers tend to spend considerable time in contact with customers and this provides a platform for understanding their needs (Orr, 1995).
	Knowledge and learning of entrepreneurs	Do individual entrepreneurs learn to become entrepreneurs (Dimov, 2007a; Vogel, 2016) or is it inherent in the individual's DNA to become an entrepreneur (Nicolau & Scott, 2009; Diallo, 2019) (section 2.3.2.1). Alternatively, is entrepreneurship embedded in language which often creates the persona and concept of being an entrepreneur? (Dimov, 2020; Ramoglou et al., 2020).
	Finance generation for entrepreneurs	There is evidence to suggest that ethnic minority entrepreneurs face challenges in obtaining finance (Ram & Smallbone, 2001). Is the challenge due to the hierarchical structure associated with finance which exists for small business owners who rely on funding from family and friends as opposed to more institutional means (Howorth, 2001), are there policies and facilities which specifically target ethnic minority businesses (Thomas & Krishnarayan, 1993), or are there still major barriers to finance based on a person's perceived

		<p>ethnicity (Ram & Deakins, 1996; Jones, Ram, Edwards, Kiselinchev, & Muchenje, 2012) (see section 2.3.21.). Jones, Ram, Edwards, Kiselinchev, and Muchenje (2012) study revealed that black businesses faced the greatest difficulty in raising finance due to their ethnicity, but does this still exist, and what have been the experiences?</p>
	<p>Entrepreneurial opportunity recognition</p>	<p>Resource-based theory (RBT) (section 2.4.4) suggest that entrepreneurship is about the exploitation of resources and that these resources might be unique in the field of entrepreneurship (Alvarex & Busenitz 2001), which include opportunity recognition, which enables the business to distinguish itself in the market. However, what remains unclear from Brush, Greene, and Hart (2001) study is what recognition opportunities exist which enable the entrepreneur to exploit these opportunities?</p>
	<p>Entrepreneurial risk taking</p>	<p>Exploiting opportunities (section 2.1) involves risk taking, therefore is seen as a key aspect of entrepreneurship (Rumelt, 1987; Carland et al., 1995; Busenit & Barney, 1997). The management risks often involve the coordination of resources, planning, and decision</p>

		<p>making (Gartner, 1990), which is reflective in entrepreneurial spatial positioning and in deciding the geographical location. It was suggested by Ram and Smallbone (1983) that ethnic entrepreneurship is about clustering in specific geographic regions, usually inner-city areas as well in specific sectors of the economy, but is this the case for Caribbean entrepreneurs, and what risks are involved?</p>
	<p>The relationship of geographical positioning strategy and entrepreneurs</p>	<p>Risk taking (section2.3) is reflective of the decision to geographically locate the business (Malecki & Poehling, 1999), but often ethnic entrepreneurs tend to be centred on clustering in specific geographic regions, usually inner-city areas and in specific sectors of the economy (Ram & Smallbone, 1983). Interlinked is also 'local knowledge' of customers and distributors in that geographic area, which for Birley (1985), entrepreneurs tend to establish networks of information, which indicate that entrepreneurship could be restricted by geography (Birley, 1985), but this is factor for Caribbean entrepreneurs?</p>

	Entrepreneurial demand and supply	Lasselle and McElwee (2016) (section 2.4) contend that there are links between the concept of opportunity and the economic forces of demand and supply in the context of ethnic minority entrepreneurs, but to what extent does this apply to Caribbean entrepreneurs?
	The importance of networking for entrepreneurs	Dicken and Lloyd (1977), Granovetter (1983), Van Dijk and Pellenbarg (2000) contend that geographical location is influential to a business' network and the enterprise is located (section 2.5.1). For Van Dijk and Pellenbarg (2000) entrepreneurship activity as to networking is close aligned to geography, culture and ethnicity cost and convenience, however what remains unclear is whether this is the case for Caribbean entrepreneurs.

RQ2 How do selected Caribbean entrepreneurs describe their	Entrepreneurial push and pull factors	Push and pull theory (section 2.4) relates to how the entrepreneurs commence their business activities and the extent to which push factors are influential, such as personal motivation compared to pull
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<p>understanding of entrepreneurship?</p>		<p>factors, which make the individual to become self-employed, such as the need for survival (Borooah & Hart, 1999). For some writers including Hammarstedt (2001) the push and pull theory can be related to the theme of survival entrepreneurship, where the individual is driven or motivated due to necessity. What remains unclear is whether there is a link between pursuing entrepreneurship and motivation in the form of push and pull factors for Caribbean entrepreneurs, and whether these factors contribute to setting up a business location to pursue entrepreneurial activities.</p>
	<p>Necessity-based theory</p>	<p>Immigrants according to Chrysostome and Arcand (2009) (section 2.4.1) tend to start up business activities because they face many challenges and obstacles that act as a barrier to the job market of the host country, hence to survive they become self-employed (Welter, Baker Audretsch, & Gartner, 2017; Slade Schantz, Kistruck, & Zietsma, 2018). But has this been the case for Caribbean entrepreneurs, and do they see it as being likened to</p>

		self-employment and has their entrepreneurial activity emerged out of necessity because of barriers in the labour market (Storey 2001).
	Opportunities to progress	Closely aligned to the theme of necessity, is the opportunity to progress, which Vogel (2016) sees as being closely linked to the location of the business. But is this entrepreneurial opportunity also linked (section 2.4.4) to the cognitive ability of the entrepreneur in seeing opportunities, as argued by Alvarez and Busenitz (2001)?
	Individual personality traits	But also, is this necessity also linked to the personality of the entrepreneur? What remains unclear from the literature review is whether entrepreneurs possess as certain level of determination which drives entrepreneurship activities. Also unclear is whether there is a connection to cognitive abilities, hunger to be successful, possessing a market strategy and wanting to learning.

<p>RQ3 How are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised?</p>	<p>Marketing and customer care strategies</p>	<p>To emerge from the literature review was to what extent business activities are operationalised and the importance of this. This operationalisation of activities often includes an awareness, knowledge and execution of marketing strategies. For writers such as Varadarajan (2009), there is a need for the entrepreneur to develop marketing strategies whereby the business can gain competitive advantages over competitors and increase market share and income (Varadarajan, 2009). However, despite entrepreneurs having a marketing strategy, as indicated by Varadarajan (2009), for ethnic minorities they are often faced with significant barriers, such as being able to identify and reach their intended customer. What remains unclear from Varadarajan (2009) study was whether this was experienced by Caribbean entrepreneurs.</p> <p>Linked to this theme of marketing was customer-care (section 2.5.2), and whether there is a difference between migrant and non-migrant Caribbean entrepreneurs as to their approach to customer relations, as argued by Audretsch and Fritsch (2002).</p>
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<p>RQ4 What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants?</p>	<p>Self-identify of migrate and on-migrant entrepreneurs</p>	<p>Based on the mixed embeddedness theory, Kloosterman et al. (1999) argued that ethnic entrepreneurs tended to hold a different self-identity compared to non-ethnic entrepreneurs. Part of this conclusion of Kloosterman et al. (1999) was related to the social, economic, and institutional context where the ethnic entrepreneur operated. For Kloosterman et al. (1999) the mixed embeddedness theory provided a key theoretical lens for understanding entrepreneurship and how ethnic entrepreneurs create and sustain their business opportunities, but does this apply to first- and second-generation entrepreneurs, and particularly those from a Caribbean background, as set out section 2.4.2?</p>
	<p>Social and economic levels to entrepreneurship</p>	<p>Finally, does Ram and Deakins (1996) economic and social levels of entrepreneurship differ from a generation who have arrived from overseas compared to those who are born in the host country (section 2.5)</p>

TABLE 2.5: SUMMARY OF THE LITERATURE REVIEW AND THE LINKAGE TO THE RESEARCH QUESTIONS

Based on the table above, it is necessary to also represent graphically how these emerging themes from the literature informed the research questions, and the interconnected nature of the study. The representation is grouped by the research questions, with the circles representing research question one: *what do Caribbean entrepreneurs say is the process of entrepreneurship?* These themes included entrepreneurial risk-taking, location, opportunities, and networking, but also are linked to other research questions including research question two, as to the influence of push-pull factors and personal traits of the individual as to whether they are driven or motivated, wanting to succeed or learn. Based on these themes, research question two will ask: *how do selected Caribbean entrepreneurs describe their understanding of entrepreneurship?*, which is denoted by the diamond shape, which also includes other factors such as the opportunity to progress which is linked to the theme of marketing strategies and the operational activities of the entrepreneur, which is the focus of the third research question: *how are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised and social and economic levels.* Linked to this third research question is whether there is any perceived difference between ethnic and non-ethnic- second generation Caribbean entrepreneurs, which will be addressed in research question four: *What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants?*

In the centre of the representation is the theme of customer care, which is seen as the central focus of an entrepreneur's activity. To the right is the theme of processes, procedures, and practices which although influenced by themes such as access to funds and finance and the ability of the entrepreneur to formularised strategies, is also the overarching theme which groups the four research questions together.

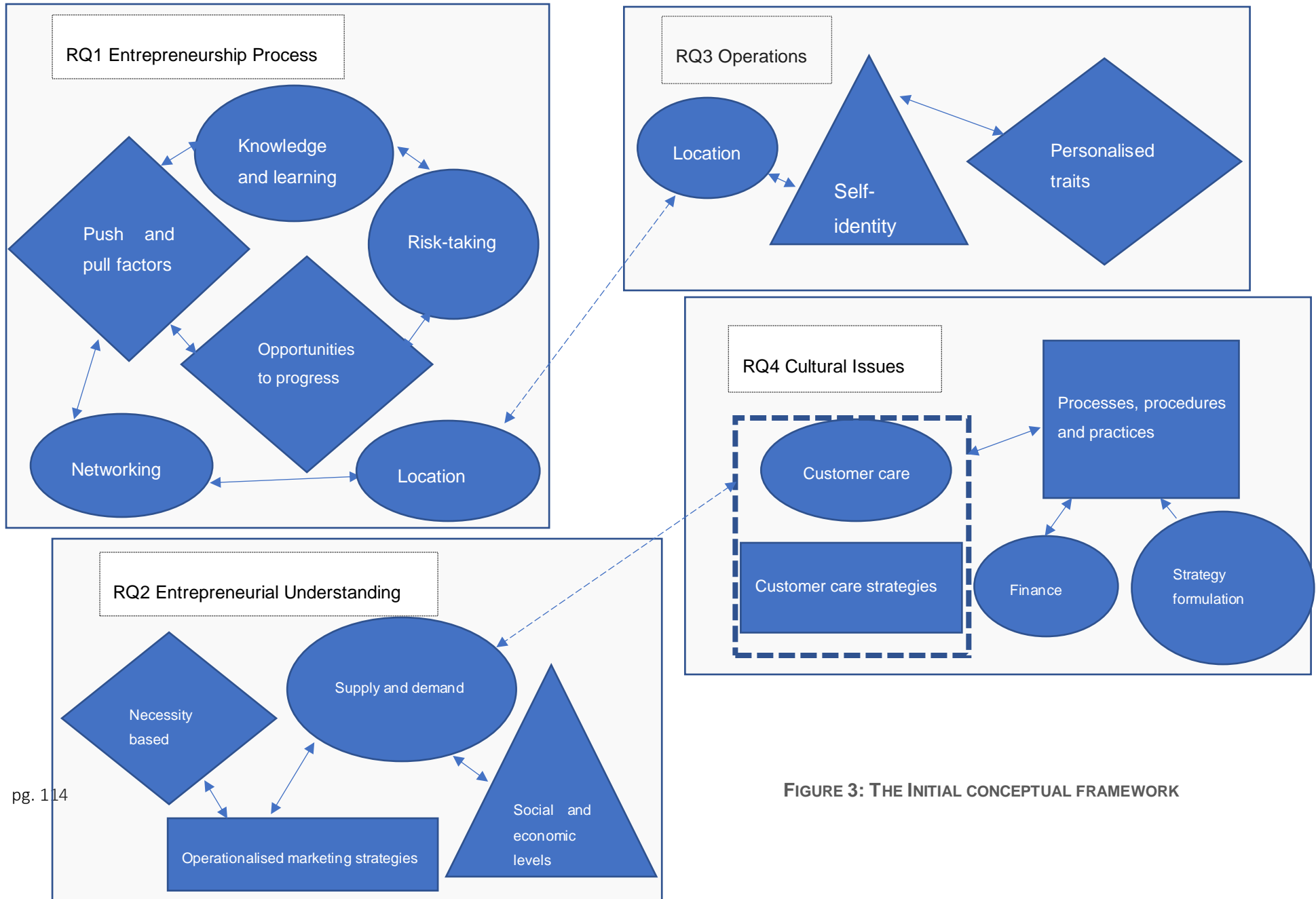


FIGURE 3: THE INITIAL CONCEPTUAL FRAMEWORK

2.12 Conclusion

The literature review is a significant part of the research as it provides both theory contributions as well as methodological contribution in the field of entrepreneurship research. To this end this chapter examined the etymology and various conceptualisations of the term entrepreneur and entrepreneurship. As such the research hopes to contribute to the conceptualisation of entrepreneurship in the Caribbean context. This is achieved by the role of constructionism and social constructivism in conceptualisation of entrepreneurship from a Caribbean perspective. Various economists and experts' fields have offered numerous suggestions about who is an entrepreneur and what entrepreneurship entails. Yet, conceptualising entrepreneurship remain a complex activity. This makes it obvious that there are many more aspects of these elements that are yet to be explored. It also looked at the various schools of thought on entrepreneurship. It is evident that a case can be made for ethnic school, and within it, the experiences of Caribbean entrepreneurship. The unique nature of Caribbean entrepreneurship is best explored by also examining their processes and practices in what they do.

In exploring the conceptualisation of entrepreneurship, it is evident that in the Caribbean context there remains unanswered questions since their circumstances and experiences are different to non-migrant British entrepreneurship. Based on sparse data on Caribbean entrepreneurs, this research will contrast these two to highlight their differences and thus contribute to our understanding of these differences. Further, the research will contribute by setting out the processes and practicalities of Caribbean entrepreneurship in London an area largely unexplored in the literature. Finally, culture is a significant factor and understand its role in Caribbean entrepreneurs is significant. Hence there is A need to revisit comprehensive historical records, undertake interviews and carry out non-participation observations to capture a fuller picture of their perspective of entrepreneurship from a Caribbean perspective.

Chapter 3

Methodological Approaches and Processes

3.1 Introduction

This chapter presents the methodological approaches and processes used in this research. The processes are directly related to the title, *An Investigation into the Entrepreneurial Experiences of Selected Caribbean Entrepreneurs in London*, and by extension the research questions that guided the study. The purpose of the chapter is therefore to provide justification, validity, reliability, credibility, and rigour for the research methodology employed in this research. The objectives and research questions that guided the investigation in this research are as follows:

Objectives

The research sets out to:

- Elicit from selected Caribbean entrepreneurs how they conceptualise entrepreneurship and its processes.
- Explore the experiences of selected Caribbean entrepreneurs, considering their cultural orientation as well as the theories that underpin the research
- Gain insights into the operations, skills and practicalities of selected Caribbean entrepreneurship in London; and
- Identify contrasting cultural views on entrepreneurship within self-identified Caribbean migrant perspectives and Caribbean perspectives and those of non-migrant

Research questions

Overarching question:

How do selected Caribbean entrepreneurs in London interpret their entrepreneurial experiences within a cultural and migrant framework?

Sub-questions:

- 1 What do Caribbean entrepreneurs say is the process of entrepreneurship?
- 2 How do selected Caribbean entrepreneurs describe their understanding of entrepreneurship?

- 3 How are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised?
- 4 What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants?

Before proceeding to set out the methodology of the research, it is necessary to present the study's rationale based on the emerging themes from the literature review, and how it has informed the project.

The rationale for the study's research design, emerging themes and intended purpose

This section will build on the previous chapter's summary and the representation of the emerging themes as shown in Figure 2.3, to provide a rationale as to the adopted qualitative research design to investigate the experiences and perceptions of Caribbean entrepreneurs. Drawing on section 2.10 of chapter two, to emerge from the current academic understanding was the Identification of several themes which informed the interview questions. In addressing research question one, which focused on the process of being an entrepreneur for example, the importance of entrepreneurial strategies and how these are formulated by the Caribbean entrepreneurs, before determining to what extent, customer care is a priority and why. The question was also designed to probe the experiences of Caribbean entrepreneurs as to the challenges associated with funding and financing their business, the extent to which these individuals were risk takers, and the importance of geographical location of the business and the entrepreneur. For research question two, the focus was on the individual's understanding of entrepreneurship. This included the experiences of being pushed or pulled into becoming an entrepreneur, whether their journey and business venture was out of necessity and the role and influence of opportunities as they became an established entrepreneur. Research question three focused on the processes and practicalities associated with self-identity. This self-identity included the operationalisation of the business including marketing the enterprise, and providing customer care, which was seen as being the central tenet of entrepreneurship. In addressing the fourth research question as to the cultural dimensions of entrepreneurship and self-identity as a Caribbean entrepreneur, the question was informed by themes which included whether self-identification and the

experiences were the same for first-and-second generation Caribbean entrepreneurs. While the interviews were informed by the current literature and academic debate related to ethnic entrepreneurs, the study also wanted to ensure that the research was sufficiently robust therefore the decision was made to 'triangulate' the primary data collection strategy by conducting personal observations by the researcher before conducting a documentary analysis of the current literature which informed and qualified the findings. The personal observations enabled the researcher to gather impressions during the visits which could later become part of the reflection, which together with the documentary analysis was able to accurately contextualise the interview data. Finally, when analysing and coding the empirical data, the three data sources was constantly reviewed together and separately to provide a richer insight into the experiences of these Caribbean entrepreneurs.

Walter (2006) suggested that research methodology is "the frame of reference for the research which is influenced by the "paradigm in which our theoretical perspective is placed or developed" (p.35). Given the generic nature of the term another definition was provided by Somekh and Lewin (2005) stating that methodology was made up of "the collection of methods or rules by which a particular piece of research is undertaken" and the "principles, theories and values that underpin a particular approach to research" (p.346). Understanding the entrepreneurial experiences and the researcher's questions are no doubt very significant in directing the methodology used. Accordingly, it has been suggested that the choice of methodology is shaped by the research objectives, and the research questions being advanced (Viswambharan & Priya, 2016). Prior research has been pre-occupied with answering the why of entrepreneurship rather than focusing on the how of entrepreneurship. Wortman and Roberts (1982) support this argument by suggesting quantitative research designs usually seek to answer aims at questions involving why "in employing the qualitative approach, the focus is on how (...) rather than why" (pp.2 & 3). Excavating meaning and understanding experiences may seem a simple process however, deep thinking suggests that these are complex issues (Daher, Carre, Jarimillo, Olivares & Tomicic, 2017).

The chapter is structured to explain what was done to explain why certain techniques and processes were used and what methods were used to analyse and verify the data collected. The chapter begins by concentrating on the philosophical assumptions that influence the research. The same section refers to the research paradigm that was considered. Following this section is the nature of the qualitative design, including why a case study approach was chosen. These three subsections are then considered: (1) The Role of the researcher; (2) Ethical Considerations; and (3) Sampling and Sampling parameters. The subsequent sections considered are practical and logistical issues of the research, data collection tools used in this research, alternative data collection methods and data analysis, integration, and validation issues. Before concluding the chapter, mention is made of the limitations of the methodological approach. I found the data collection process to be an interesting experience and have ended this chapter with a subheading called reflection of the researcher.

3.2 Theoretical Underpinning

This research is influenced by philosophical underpinnings including the researcher's worldview, this worldview guided the actions for the research. According to Patton (1990) a paradigm is how one's worldview or assumptions exist; put another way it is the lens or mindset through which the researcher views the world. Guba explains worldview as "a basic set of beliefs that guide action" (Guba, 1990, p. 17). An alternative view was advanced by Mertens, (2010) who interpreted a worldview as paradigms while Neuman (2011) sees a link with the researcher's worldview and the researcher's intended methodology.

How the issues relating to a researcher's understanding of epistemology and ontology are addressed, is vital in informing the theory or theories underpinning the researcher's practice (Sparkes, 2015, p.7). These discussions are even linked to the quantitative-qualitative discussions among theorists and researchers (Creswell, 2014; Bryman & Bell, 2015). epistemology and ontology provide for the assumptions made and forms the basis that underpins my methodological approach. According to Denzin and Lincoln (2005) the key ingredients of the interpretive framework and by extension a qualitative design is ontology, epistemology.

Epistemology: This word is Greek in origin and translates as the study of knowledge. Epistemology focuses on consideration of how is possible and how correct it is (Bryman & Bell, 2015). Another view is that epistemology is the theory of knowledge that defines what kind of knowledge is possible and legitimate (Feast, & Melles, 2010, p.1). Feast contends that epistemology encapsulates assumptions about features of the world and these assumptions are in turn embedded in the methods or positions.

There are two epistemological positions - positivism and Interpretivism. Positivism is an epistemological position that advocates the application of the methods of the natural science to the study of social reality and beyond (Bryman & Bell, 2007, p.16). Positivism asserts that the world exists separately of our thoughts and senses (Okasha, 2002). The main aim of positivism is to find general laws and to find causal relationships about social phenomena. Positivism is deductive in nature, that is, one that moves from a general situation to a specific situation and moves from a theory to the generation of hypothesis to data to establish or refute the theory (Creswell & Plano, 2007). Conversely, interpretivism is an epistemological position that is concerned interpretation of human action with theory and method (Von Wright, 1971). It follows that it is interpretive in nature. The role of the researcher is to determine how that knowledge influence the research. The interpretive epistemology focuses on subjectivism which is based on real world phenomena. Our knowledge and the world co-exist and are not independent of it (Grix, 2004, p. 83). Similarly, this lack of independence is supported with the analogy of the tree. Regarding trees, Crotty (1998, p. 43) contributed to the debate by stating that, "We need to remind ourselves here that it is human beings who have constructed it as a tree, given it the name, and attributed to it the associations we make with trees." Discovering knowledge is considered as absolute and value free; it is not situated in a political or historic context. In terms of subjectivism however, it is argued that "people create and associate their own subjective and intersubjective meanings as they interact with the world around them" (Orlikowski & Baroudi, 1991, p. 5).

Ontology: This is also a Greek term when translated means the study of being. Ontology focuses on the inherent features of social entities (Bryman & Bell, 2015). The focal point of ontology is whether social entities are objective existing with its own

reality or whether social entities are constructed by social actors own set of actions, beliefs and opinions. From an ontological point of view, the researcher has taken a constructivist position. our understanding of them is individual. This is so because the researcher believes that that this position is justified as every entrepreneur is different and each entrepreneur's experience is social constructed by many factors including language, beliefs and the sharing of meanings, values and culture. When one asks about the meaning of concepts such as entrepreneurship one focuses on the nature of reality, and this provokes an ontological question. This is a complex issue as entrepreneurship conceptualisation is a complex issue. The researcher is concerned about semantics and themes behind entrepreneurship. Thus, it is the very nature of the intended research that drives the constructivist worldview of this researcher. It is noteworthy that the researcher acknowledges the other epistemological and ontological position, namely positivism and objectivism which may also be applied to entrepreneurship depending on the researcher's aim and objectives. However, it is not the aim of this researcher to test theory using variables nor is there a belief that an objectivist position is justified as the researcher and the researched are not viewed as independent entities.

Both constructivism and social constructivism are particularly important to this research. In fact, the research uses a mix of both. This is so because the emphasis is on personal experiences in constructing knowledge, Caribbean entrepreneurs' experiences will play a role in the conceptualisation of entrepreneurship. What they see, feel, and think will be used to construct their view on entrepreneurship. However, social constructivism will also play a significant role in this research as the emphasis is on the social interactions, networking, and the significance of culture on Caribbean entrepreneurs.

Constructivism: Ontology and constructivism are linked. Constructivism is an ontological position that suggests that the meanings of social phenomena are achieved by social actors. According to (Guba & Lincoln, 1994, p. 110) "Reality is subjective and differs from person to person." It is based on idealism that is reality exists in one's consciousness or reasoning (Teedlie & Tashakkori, 2009). One's reality is dictated by one's own senses. "Reality emerges when consciousness engages with

objects which are already pregnant with meaning” (Crotty, 1998, p. 43). Meaning it is argued pre-exist it is arranged and is often based on inequity. According to (Siegel, 2006, p. 5) social constructionism promotes the view that “we are born into a world in which meaning has already been made; we are born into culture. “We come to inhabit a pre-existing system and to be inhabited by it,” (Crotty, 1998, p. 53).

Social Constructivism: According to Siegel, (2006, p. 5) social constructionism argues that “we are born into a world in which meaning has already been made; we are born into culture. “We come to inhabit a pre-existing system and to be inhabited by it,” (Crotty, 1998, p. 53). This pre-existing system consists of consensuses about knowledge that have already been reached and are still being reached. Furthermore, it is arranged and inscribed with inequality as noted by Steffe and Gale: “*Social constructivism challenges the way knowledge was thought of; exists separate and independent of the knower and that this can only be true if it is reflective of the independent world*” (1995, p.6). Steffe and Gale further points out that social constructivism abandons the idea that knowledge depicts an independent world:

...instead that knowledge represents something that is far more important to us, namely what we can do in our experiential world, the successful ways of dealing with the objects we call physical and the successful ways of thinking with abstract concepts (1995, p.7).

As such our explanation of our existence is in our world dictated by our experiences. An inherent feature of social constructionism is built by the actions of social actors. (Bryman & Bell, 2007, p.23) posited that constructivism “*is an ontological position which asserts that social phenomena and their meanings are continually being accomplished by social actors*”. Put simply, we construct our notion of reality. They argued that our knowledge is not an established one and that the researcher provides a distinct account of the social world rather than a precise one size fits all account of the social world. Research interests are influenced by culture, race, gender and location”. Taking the example of concepts in research from the perspective of the qualitative tradition discussions and debates centre around the meanings of concepts

and the underlying themes and semantics (Goertz & Mahoney, 2012). For example, focusing answers on features, traits and elements of concepts.

It is my Caribbean experiences as an entrepreneur that have shaped the constructivist position adopted for example, it was the then unfavourable socio-economic conditions that drove my desire to become an entrepreneur. Further, the goal of the researcher is to be dependent on the perspectives of participants in the research (Creswell, 2014). By undertaking research on entrepreneurship, the research is attempting to gauge the experiences of Caribbean migrant entrepreneurs and understand and ascribe meanings to those experiences. Constructivism is a worldview that applies qualitative research to a research problem or issue (Guba & Lincoln 1994; Crotty, 1998; Bryman & Bell, 2007; Merten, 2010). As such, the methodological approach advocated follows from the researcher's worldview.

Habitus: the concept of habituation influencing worldview was advanced by Bourdeau in his cultural deprivation theory (Webb, Schirato & Danaher, 2002). The main way this happens is through what he calls 'habitus' or socialised norms, style of living, principle, standards, expectations of people sharing similar social relations or inclinations that drive reasoning and conduct. It is not individualistic but is part of a group. We can apply habitus in two ways 1). The Caribbean people has a commonality such as history, location, perception 2). Caribbean entrepreneurs, habitus is 'the way society becomes deposited in persons in the form of lasting dispositions, or trained capacities and structured propensities to think, feel and act in determinant ways, which then guide them' (Wacquant 2005 p.316, cited in Navarro 2006 p.16). Cultural and social capital is acquired and built through habitus. Bourdieu suggest that habits is in the hands of the individual (Nash, 1999, p.182). Bourdieu posits that the uneven distribution in resources or differential doorways to different modes of capital, becomes embodied and an attraction of the individual via the *habitus* (McNay, 1999, p.99). Habitus 'is not fixed or permanent, and can be changed under unexpected situations or over a long historical period' (Navarro 2006: 16):

Habitus is produced by the interaction between the someone's own discretion and structures that are moulded by experiences and these shapes our interpretations of

them: “dispositions that are both shaped by past events and structures, and that shape current practices and structures and, importantly, that condition our very perceptions of these” (Bourdieu 1984, p. 170). In this sense habitus is ignited and duplicated in an unconscious fashion, unintentional, indeterminate and without any systematic method. It follows from the above that our constructions are shaped by our habitus.

This pre-existing system consists of consensuses about knowledge that have already been reached and are still being reached. Furthermore, it is arranged and inscribed with inequality. Research interests are, no doubt, influenced by culture, race, gender and location”. When one asks about the meaning of concepts one focuses on the nature of reality and this provokes an ontological question. Any debate among academics and scholars about concepts is invariably one of the natures of the empirical world (Goertz & Mahoney, 2012). Further, concepts focus on setting out what is innate and significant in the empirical occurrence of a concept.

Subsumed under one’s worldview is one’s ontological and epistemological position (Crotty, 1998). The assumptions of the researcher’s ontology and epistemology also help to shape the methodology of the researcher (Creswell, 2014). Furlong and Marsh (2007) argue that the pillars of ontology and epistemology shape the research dictating the theory and methods and the approach used by the researcher. Reality has a variety of interpretation and views and it was suggested that “reality is subjective and differs from person to person.” (Guba & Lincoln, 1994, p. 110) One’s reality is dictated by one’s own senses. “Reality emerges when consciousness engages with objects which are already pregnant with meaning” (Crotty, 1998, p. 43). Caribbean entrepreneurship it follows will have its own reality.

The position I have taken can be supported by many arguments for the usefulness of philosophical position in my research. An understanding of epistemology and ontology is not an isolated occurrence but it important in its application to the research question and the justification of the methods to be employed by the researcher (Sparkes, 2015). It helps to clarify the thoughts of the researcher and therefore becomes a tool for the researcher. Several researchers argue that the different philosophical assumptions all mould the focus of the research, the part that values play, the nature of theory, the

researcher's voice and role, and the legitimacy of the inquiry and ultimately the chosen methodology (Whaley & Krane 2011; Sparkes & Smith 2014). Particularly for those research methodologies that are not dependant on the researcher to construct the findings. The following diagram presents a framework that positions research philosophies at the intellectual level, and this drives the determination of Toolbox 1, which is the empirical level for the determination of the methods or approaches in the research project, Toolbox 2 (Figure 3.1). However, the research commitment does not end at Toolbox 2. There is need for a back-and-forth exercise between the toolboxes. This exercise should be repeated, emphasised by the three arrows, until the researcher is satisfied that sufficient knowledge, processes of conceptual application and clarity is achieved to take the research forward.

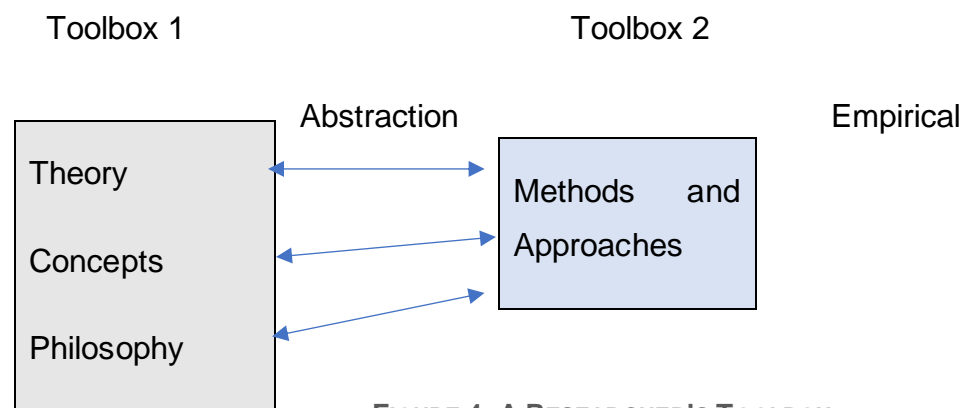


FIGURE 4: A RESEARCHER'S TOOLBOX

I wish to make clear that the use of the word *empirical* in the diagram does not carry this traditional meaning: “guided by scientific experimentation and/or evidence” (Bouchrika, 2020). This clarification is necessary because the research is a qualitative one. Bouchrika further notes that research can be explained “as any study whose conclusions are exclusively derived from concrete, verifiable evidence”. This suggests that all researchers make use of real-life circumstances and happenings to find answers for their investigations. More implications are noted here for in the views of (Bhattacharya, 2008), getting directly involved in research investigation, by whatever means necessary, can provide real-life information about the phenomena being researched. On this basis, the use of the word *empirical* in Figure 3.1 should be

interpreted as an approach that can be employed for quantitative as well as qualitative approach.

3.3 The Nature of Qualitative Design

The research into the experiences of Caribbean entrepreneurs seems well suited to a qualitative design. The basis for this is set out in this section.

A qualitative design is based on certain features, philosophical assumptions, and worldviews. The features of a qualitative design include a setting that is natural, the researcher is actively involved in the collection of the data, it often involves several data collection methods, the use of both inductive and deductive reasoning, seek to gain an understanding of a phenomenon, and reflection (Creswell, 2014). Given these features (Creswell, 2014) noted that a qualitative design is well suited for giving an in-depth explanation of a research problem or phenomena.

All research encompasses a lucid, meticulous, and organized path and approach to find out most pertinent results. Qualitative research is inductive in nature, and the researcher generally explores meanings and insights in each situation (Corbin & Strauss 2008; Levitt, Motulsky, Wertz, Morrow, & Ponterotto, 2017). It refers to a multitude of procedures for the collection and analysis of data (Dudwick, Kuehnast, Jones, & Woolcock, 2006; Gopaldas, 2016). These methods include emerging approaches, data on text and images and open-ended questions, case-study, discourse analysis focus group, participant observation, semi-structured interviews (Cibangu, 2012).

Qualitative research is part of the social sciences with a great focus on words to interpret meanings and experiences as a means of understanding a phenomenon or social occurrences (Punch, 2014). A qualitative design can be likened to a photographer's camera as it takes a snapshot of the perceptions of people in the environment that is natural (Gentles., Charles, Nicholas, Ploeg, & McKibbon, 2015) The desired result of the qualitative tradition is to achieve a deep comprehension of the phenomenon (Domholdt, 1993).

The philosophical assumptions and worldviews of the researcher are also part of the qualitative design (Creswell 2014). Other features of a qualitative design include a setting that is natural, the researcher is actively involved in the collection of the data, several data collection methods and the use of both inductive and deductive reasoning. This design also seeks to gain an understanding of a phenomenon (Creswell 2014). Given these features, a qualitative design is well suited for research work that seeks to give an in-depth explanation of a research problem or phenomenon.

One of the main features of the qualitative design is that it focuses on words as the basis of analysis of phenomenon under investigation; Another feature is that it emphasises the role participants to drive the research, while allowing a close link between the researcher and the participants. It can be described as a model that occurs in settings that is natural and allows researchers to develop a level of detail from significant engagement in the real-life experiences (Creswell, 2009). A third feature is that the data that is collected is used for making concepts and theory apparent; unravelling of matters as they occur and how they are interrelated (Bryman & Bell, 2007) unstructured and an understanding that is contextual; a focus on meaning; the use of settings to investigate participants in environment which is natural.

A great degree of flexibility is required for this design. Qualitative research focusses on the process rather than the product. This means that the focus is on how things happen rather than what happens. In other words, the process is like a surgical examination of issues and experiences. The aim is to address the question of 'how' and 'why' a given social phenomenon experience function as it does in a specific circumstance. It endeavours to help us to understand the world from a social perspective and address the reasons why things are like they are (Polkinghorne, 2005). The researcher is a fundamental part of the process of research. The focus is on the involvement of the researcher and his actions in the collection of data and analysis to evaluate the information they deliver (Bryman & Bell, 2015).

Interpretivism is one of theoretical assumptions underpinning the qualitative design. Interpretivism asserts that our consciousness determines the world that we know (Okasha, 2012). This theory is inductive in nature, that is, one that moves from a

specific situation to a general situation and attempts to generate underlying themes into a theory based on the interconnected themes (Bryman & Bell, 2015). A part of interpretivism is subjectivism which helps to explain subjectivity in research. Subjectivity lays a central role in research undertakings there is a contention that “subjectivity guides everything from the choice of topic that one studies, to formulating hypotheses, to selecting methodologies, and interpreting data. In qualitative methodology, the researcher is encouraged to reflect on the values and objectives he brings to his research and how these affect the research project.” (Ratner, 2002, p.1).

This suggest that the world is interpreted through the classification patterns of the mind (Williams & May,1996) Our knowledge and the world co-exist and are intertwined with each other (Grix, 2004, p. 83). Crotty (1998, p. 43) using trees to explain interpretivism by using an illustrating to aid our understanding “We need to remind ourselves here that it is human beings who have constructed it as a tree, giving it the name, and attributed to it the associations we make with trees.”

To understand the nature of qualitative design it is important to also understand the role of methodology in research. According to Punch (2014, p.15) methodology is about “what lies behind the approaches and methods of an inquiry.” Alternatively, methodology includes an aggregation of the design, methods and arguments in support of the research approach. The justification for the methodology revolves around the goal of the researcher dictates its design. It was noted that the methodology is “a process where the design of the research and choice of particular methods, and their justification in relation to the research project, are made evident” (King & Horrocks, 2010, p.6). Based on the forgoing arguments this research employs a qualitative design

3.3.1 Why Not a Quantitative Design?

The quantitative design is not suitable to my research because of the following reasons. From a conceptual perspective, a quantitative design is concerned with finding facts about a phenomenon. This research on the other hand, is seeking to gain an understanding of the phenomenon of entrepreneurship. In research from the perspective of the qualitative tradition, discussions and debates centre around the

meanings of concepts and the underlying themes and semantics (Goerts & Mahoney, 2012). For example, focusing answers on features, traits, and elements of concepts.

A quantitative view of concepts however focuses on matters of data and its measurement and much less on semantics. The aim is to operationalise and measure the concept with the use of data and indicators to determine their relationship with each other; the dependent and the independent variable (Goertz & Mahoney, 2012). Research on entrepreneurship of this nature that seeks at getting accounts of people's experiences it is highly likely that their experiences would be different. As such, the quantitative design would not be suitable in this research as it has objective reality, where all knowledge is determinate rather than indeterminate (Salvador, 2016).

From a methodological perspective, the quantitative design involves the collection of data is based on measuring objects. This research however is based on the collection of data that are not numerical in nature but is based on participant observation and interviews. Qualitative and quantitative research differ significantly in their approach to concepts an important distinction can be made by looking at an analogy of two professions-a detective and a scientist. An important distinction can be made by looking at a metaphor of two occupations. Research of a qualitative nature resembles detective work in terms of finding answers to conundrums and providing detailed explanations based on gathering of facts. Therefore, the gathering of evidence is a critical component of good detective work though not all pieces of evidence is of equal significance (George & Bennett, 2005). By contrast. research of a quantitative nature can be compared to the work of a scientist," they set out to establish a pattern of conforming observations against a null hypothesis." (Goertz & Mahoney, 2006, p. 241).

With qualitative researcher focus on the meaning of words, semantics and coding and try to extrapolate the key attributes or features of the concepts. On the other hand, quantitative researchers focus on dependent and independent variables and their casual relationships; data and measurement of the data are the key pillars used by such researchers (Goertz & Mahoney, 2012; Salvador, 2016;). Furthermore, the quantitative design is not suitable as the research has no preoccupation with numbers

for measurement and analysis. With quantitative research the research is structured around the researcher which does not fit with the aim of this research to gauge the perspectives from the point of view of the participants. In quantitative designs the research is not connected with participants while in qualitative designs the researcher has close involvement with participants. This research does not seek to test theory using the relationship between variables but rather to gain an understanding of a phenomenon nor does it seek to make generalisations typical of a quantitative design.

Thus, this design was chosen from a strategic point of view. It will ensure a rational and logical approach to the research problem and address the research questions. Figure 3.2 encapsulates the main factors that brought together the case for a qualitative design in this research.

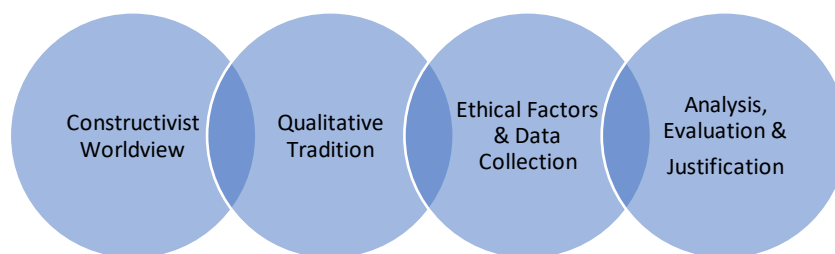


FIGURE 5: OVERLAPPING RESEARCH FRAMEWORK

3.3.2 The Case Study

The nature of the research questions suggests a qualitative approach, which has different traditions of inquiry (Creswell, 2009; 2014). From among these traditions, this study has selected the case study inquiry. Creswell (2002, p.61) states that a case study is a problem to be studied, which will reveal an in-depth understanding of a “case” or bounded system, which involves understanding an event, activity, process, or one or more individuals. Yin (2003, p.13) explains that a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context. These are the important factors to consider are: there are specific features inside the bounded system; the researcher has a duty to be coherent and sequential; the researcher is an interpreter; and the researcher needs to be well organised and thorough (Merriam, 1998; Stake, 2005).

It should be noted that the case study approach used in this research, is employed not as a method, but rather as a study of a bounded system, that is, a single instrumental case where the researcher “selects one bounded case to illustrate the issue or concern” (Creswell, 2007, p.74). The bounded system for this study is a selected group of Caribbean migrant entrepreneurs who have businesses in London.

3.4 The Role of The Researcher

The data for the research was collected over a period of six months. I was mindful of the need to evaluate my role as a qualitative researcher, who is actively involved in the collection of primary data. Proper execution of a researcher’s role is crucial to the success of his/her investigation. This is probably because “qualitative research is interpretive research with the inquirer typically involved in a sustained and intensive experience with participants” (Creswell, 2009, p.177). This also implies that it was imperative to ensure that I address all logistical issues. For example, to access the data for my semi-structured interviews and observations, I needed to visit business in different parts of London including South London, East London and North London. Also, important, was to make certain that I develop the necessary competence to properly handle all the techniques that were used for data collection (Creswell, 2014; Silverman, 2017). Some interviews were conducted over the telephone because of the Covid-19 situation. In terms of records, I have kept the written transcripts, notes, recordings and interview and observation schedules. All data are kept secured on my work computer, which nobody has access to, and on a password protected USB flash drive. All paper-based data is stored in a folder which is locked in a desk when not being used.

Ethical Considerations: Part of my role as a researcher is to monitor biases with the hope of reducing them. From the onset, I was mindful of the need to declare my personal values, emotions, culture, beliefs, opinions, assumptions and prejudices as these factors can influence the research findings (Creswell, 2014 p. 256). Qualitative researchers are fully involved in the research process. Naturally, this high level of involvement will give rise to personal issues and ethical considerations. This clearly shows that ethical practice does matter in research work (Silverman, 2017, p.156).

Regarding ethics, it is imperative that I comply fully with the University of Gloucestershire's ethics policy. I have received approval from the university's research ethics committee before beginning my data-collection process.

Part of my function was to ensure that I did what was necessary to gain access to the research sight by seeking approval of the gatekeepers (individuals who allow access). This involved writing letters and/or proposals (Creswell, 2009, p.178). I also needed to ensure that I was prepared to address sensitive issues that may arise. For example, I will use pseudonyms for all participants, places and specific activities. My undertaking also entailed commenting on the relationships between the participants and me and making a statement about the biases that I bring to the research. Additionally, I used my Caribbean experiences as background to aid readers' understanding of participants, the setting and my own interpretation of the data collected. I have made certain that my research was undertaken with impartiality, confidentiality and anonymity of participants.

3.5 Sampling and Sampling Parameters

I begin this subsection by identifying my unit of analysis, which is 'Caribbean migrant entrepreneurs' living in London. I have reduced this sample to entrepreneurs living in London. Convenience sampling, and to a lesser extent snowball sampling were the methods used to select participants. Both methods are non-probability sampling, which is used in qualitative research (Denscombe, 2007; Creswell, 2009). In some research studies, for example, Valerio, Rodriguez, Winkler, Lopez, Dennison, Liang, & Turner (2016), pointed out that one non-probability sampling method can be used to supplement another. Information about the twenty (20) participants selected is shown in Tables 3.2 and 3.3.

TABLE 3.1: BUSINESS NAME AND SAMPLE TOTAL

Name of Business	No. of Participants
Accountancy	1

Market Research	2
Food & Beverage	10
Courier Service	1
Jeweller's	2
Entertainment	3
Financial Services	1
Total	20

TABLE 3.2: BUSINESS TYPE AND SAMPLE TOTAL

Type of Business	No. of Participants
Sole Traders	5
Limited Companies	14
Partnership	1
Total	20

Convenience sampling brings together participants from a certain group of people. It is sometimes called opportunity sampling. Gathering data via this method allows the researcher to contact or reach people without much hassle. Convenience sampling is based on availability and a willingness to participate in a study. Snowball sampling, which is a sort of convenience sampling, is a strategy that allows previously selected participants to recommend other participants (Descombe, 2007; Bryman & Bell, 2015).

Like other sampling techniques, convenience sampling and snowball sampling have both advantages and disadvantages. Both methods combine with each other and therefore share similar benefits and limitations (Valario et al; 2016). Gaille (2020) names four merits of using convenience sampling: (1) It is an affordable way to gather data; (2) It provides a wealth of qualitative information; (3) It makes for an easier research process; and (4) the data is immediately available. Gaille also identifies some demerits of using convenience sampling. She points out that it does not cater for representative results and that in terms of replicating results, it can be problematic. Additionally, she notes that researcher bias can creep into the research process if the researcher seeks out respondents who are likely to give certain positive responses. It is perhaps in this way that it becomes easy to provide false data. As noted earlier, the pros and cons of both methods are similar; for example, both can provide a wealth of information, and both can prompt researcher bias (Punch, 2014; Gaille, 2020). Being aware of these pitfalls, I have considered the pros and cons carefully to employ the most appropriate ways to reduce the disadvantages and obtain the data needed for my research.

3.6 Data Collection Tools

A description of the data collection tools used in the research process is presented in this section. The tools used are semi-structured interviews, observation, documentary analysis. The section also provide justification for the selection of the tools specified,

Creswell's illustration of 'A Framework for Research' shows research methods to be an integral part of the methodological process (Creswell, 2014, p.5). Methodology encompasses all the plans and procedures for the research process, while methods "involve the forms of data collection, analysis and interpretation that researchers

propose for their studies” (Creswell, 2014, p.247). The tools that I have used for data collection exercise are semi-structured interviews, observations and documents.

3.6.1 Semi-structured Interviews

According to Adams (2015) the semi-structured interview:

employs a blend of closed- and open-ended questions, often accompanied by follow-up why or how questions. The dialogue can meander around the topics on the agenda—rather than adhering slavishly to verbatim questions as in a standardised survey (pp. 493).

This is because this type interviews gives me the flexibility that I need in determining how the topics should be ordered. Interviews would also allow the interviewees “to develop ideas and speak more freely on the issues raised by the researcher” (Descombe, 2007, p.176). Also, the open-ended nature of the questions gives interviewees more scope to expand on points of interest.

Face-to- face interviewing may be appropriate where depth of meaning is important and the research is primarily focused in gaining insight and understanding (Ritchie & Lewis, 2003; Gillham, 2007; Silverman, 2010). This view is supported by Punch (1998, p.150) who states, “In order to understand other persons’ constructions of reality, we would do well to ask them...and to ask them in such a way that they can tell us in their terms (rather than those imposed rigidly and a priori by ourselves) and in a depth which addresses the rich context that is the substance of the meanings.” The true success of semi-structured interviews relates to it achievement of synergy in the interview process. It was suggested that during semi-structured interviews the interviewee and the respondent achieve reciprocity which encourages the interviewee to ask impromptu additional questions linked to the participants narrative (Polit & Beck, 2010). Contributing to the rationale for semi-structured interviews, Bogdan and Biklen (1982) argue that researchers who use interviews in their research can only win as they gain the participants viewpoint, and this no doubt contributes to rich primary data.

Three merits semi-structured interviews are: (1) they relatively easy to arrange; (2) “the opinions and views expressed throughout the interview stem from one source: the

interviewee” (3) they are relatively easy to control (Denscombe, 2007, p.177). (4) It is a well-structured and focused. However, there are also disadvantages of semi-structured interviews. The quality of semi-structured interviews depends on the skill of the interviewer, relevant questions and the interviewer may give directions that guide respondents. Also, semi-structured interviews are time consuming and difficult to prove that it is reliable. There are variables such as personal identity, ethnicity, sex and age that may impact on the interview and which may distort the data (Denscombe, 2007, p.184).

Interviews are most potent and trustworthy when it is directly connected to the opinions of participants. The interviewee’s “voice” is a critical dimension of the interview process. According to Punch (2001) this idea is well summarised by Jones (1985 in Walker, 1985):

In order to understand other persons’ constructions of reality, we would do well to ask them...and to ask them in such a way that they can tell us in their terms (rather than those imposed rigidly and a priori by ourselves) and in a depth which addresses the rich context that is the substance of the meanings. (pp.46)

My choice of semi-structured interviews is supported by what the research is seeking to achieve, that is, to gain a deeper understanding of how Caribbean entrepreneurs view risk. Bryman and Bell (2003, p.478) points out: “if the researcher is beginning the investigation with a fairly clear focus, rather than a very general notion of wanting to do research on a particular topic, it is likely the interviews will be semi-structured ones, so that the more specific issues can be addressed’. According to Bogdan & Bilken (1982) it allows the researcher to engage in a conversation of purpose and gains awareness of how the participant sees and understand the world. Based on the foregoing, I consider the use of semi-structured interviews to be an appropriate choice for my research. See Appendix I for the interview schedule used in this study.

Limitations of Semi- Structured Interviews: One of the limitations with interviews has to do with interviewee varying responses based on how the interviewer is perceived (Descombe, 2007). This suggest that many different answers could come about based on what is called the “interviewer effect” Given that interviewers have

differences in age, ethnicity, sex for example could result in different position being adopted by different interviewees according to Descombe. Another limitation with interviews raised was the issue of interviewee responses based on what they presume is wanted from the research (Gomm, 2004). The comparability of interviews can be diminished as there might be variations in the narrative and arrangement used in each interview (Patton (2015) There are other challenges with semi-structured interviews according to). These interviews may create problems with the data quality including the level of bias from the interviewer perspective, in terms of interpretation of responses (Easterby-Smith, Thorpe, & Lowe, 2008). From the interviewee perspective that might be bias in terms of responses choosing to sensor some answers or not reveal answers, producing an incomplete sketch contaminate the data received (Saunders, Lewis, & Thornhill, 2009). Some participants may choose not to take part reducing the sample quality from which the data would be generated (Robson, 2002).

There is also the issue of reliability since the argument is put forward that findings from methods that are custom built or not standard may not be replicable and is ever-changing (Marshall & Rossman, 1999). Another issue raised is the time-consuming nature of semi-structured interviews and the time transcribe the data (Saunders et al., 2009). Further there is the challenge of the execution of the interviews. Several factors have to be considered and careful planning is required. Failure to achieve these impacts on the overall quality of the data. These include suitability of the location, initial remarks by the interviewer, the deportment of the interviewer, approach and behaviour to questioning, listening skills and data recording technique (Saunders et al., 2009).

3.6.2 Non-Participant Observation

Non-participant observation is often used in co-ordination with other methods of data collection. This method may offer a refined and everchanging awareness of events that might be difficult to pick up with other methods (Liu & Maitlis, 2010).

Observations allow researchers to gain a depth of understanding of a phenomenon in a way that other data-collection tools do not allow (Stake, 1995; Denscombe, 2007; Bell, 2009). Denscombe identifies two kinds of observation – non-participant observation and participant observation. The first is the study of interactions in specific

settings; the second is used to become involve and be part of the situations (2007, p.206). My research will employ systematic observation. This is beneficial because of the numerous perspectives the researcher can collect from my sample population.

Let us contemplate the following, as an observer, a researcher can gather information on these diverse perspectives, as well as understand “the interplay among them” (Family Health International, nd.). This is an interesting way to collect data because “the researcher approaches participants in their own environment rather than having the participants come to the researcher” (Family Health International, nd). So, while being ‘outsiders’, participant observers learn about what the ‘insiders’ do and how they act, even sometimes what they say. In this way, the researcher gets real-time action and first-hand data (Creswell, 2009; Koshy, 2010;). I intend to record my observation by using an observation schedule.

The advantages of non-participant observation as identified by Denscombe are direct data collection; systematic and rigorous; efficient; pre-coded data; and reliability (2007, p.214). However, I am aware that the naturalness of the setting may be ‘disturbed’ by my presence. Also, as Denscombe points out the information that will be recorded is based on behaviour and is therefore not a “holistic approach” (Denscombe, 2007). There is the issue of observer effect, which can cause variances in the results. I am also conscious of the fact that I bring a degree of familiarity to the observation, because of my entrepreneurial experiences. This can influence my perceptions, but I will endeavour to reduce all biases. See Appendix 2 observation schedule used in the study.

Non-Participant Observation: The main criticisms of non-participant observations include the following. In non-participant observation the observer remains in a state of obscurity about issues and occurrences. There is no way of asking questions during this type of research Therefore the researcher is using his sense of sight to gain an understanding, enlighten and interpret what is happening. The lack of understanding that might be inherent may result in subjectivity and prejudice resulting in the researcher’s own beliefs, forecasting and predispositions (Wood & Griffiths, 2007). There is also the issue of the observer effect in non-participant observation where the

physical closeness of the researcher might impact on the behaviour and actions of participants (Landsberger, 1958). Non-participant observation can be very time-consuming activity involving a significant amount of effort involving days weeks and even months (Liu & Maitlis, 2010).

3.6.3 Documentary Analysis

Documentary analysis form part of the researcher's triangulation strategy and may be used alongside other methods when studying an identical phenomenon. In this case, entrepreneurship (Denzin,1970). Documents are used as a tool in this research to collect data. This strategy is about ensuring robustness and credibility through seeking evidence from multiple sources (Eisner, 1991). Additionally, by using multiple sources of data gathering there is a reduced chance of bias and being criticised for findings that are isolated and singular (Patton, 1990).

Documents as a data source has many formats, including written, visual and sounds for example music (Denscombe, 2007, p.227). Some documents are part of the public realm (such as books, journals, and institutions' records), or access that is not easily available and therefore classified such as criminal records or medical files and those that are concealed or sensitive. (p.231). The documents for my research are from a written source and are from the public domain. Some examples of documents are newspapers and magazines, minutes, advertisements, personnel records, training manuals, records of meetings, letters and memos, diaries and website pages and the Internet (Denscombe, 2007; Mogalakwe, 2009;). These may be categorised as primary – “those which come into existence in the period under research”; and secondary – “interpretation of events of that period based on primary sources” (Bell, 2009, p.125). Company manuals, government policy papers and reports, newspapers and the Internet are the documentary sources that I have looked at. I see this as necessary because they help me to “uncover meaning, develop understanding, and discover insights relevant to the research problem” (Merriam,1988, p.118). With reference to secondary data, I am also aware that:

1. Researchers “rely on” information that has been produced for purposes other than my investigation.
2. The interpretations are the “social constructions” are those of others.

3. The Internet is full of 'uncontrolled and unmonitored' information (p.245). However, the easy "access to data", the cost effectiveness and the "permanence of data" that are "open to public scrutiny" are merits. (p.245).

It is therefore imperative that I reduce as many demerits as possible while using documents to enhance my entire research. Appendix 3 shows the documents used in the study.

Limitations of Documents: While documents can be used as part of a triangulation strategy It has its own limitations. They may not be able to answer the research question or provide the level of narrative that is required for research (Brown, 2008). Further, Yin (1994) argued that given the nature of some documents it may be extremely difficult or impossible to excavate or salvage these documents. Hence, without such information it can hamper the research process. The is the issue of selection of documents based on the bias of those who prepared the document. The point is made that where only partial documents are retrieved these documents is based on the agenda of that organisation which aligns with their policies and procedures (Yin, 1994). There has been a suggestion by Saunders et al. (2009) there are ethical issues to consider with documents as they may not have been created for research purposes and so there is the need for consent from gatekeepers.

3.6.4 Alternative Methods Used in Entrepreneurship Research

In addition to the methods used in this study, there are other methods used in entrepreneurship research. Over a 29-year period McDonald, Gan, Fraser, Oke, & Anderson, (2015) examined and collated the different methods used in entrepreneurship, as shown in Table 3.4.

TABLE 3.4: METHODS USED IN ENTREPRENEURSHIP AS A PERCENTAGE OF PRIMARY METHODS

Primary method	Number	% of primary methods
Surveys	1720	54.28
Case studies	519	16.38
Interviews	472	14.89
Other qualitative	236	7.45
Document analysis	102	3.22
Observation	70	2.21
Focus groups	24	0.76
Other quantitative	23	0.73
Diary studies	3	0.09

Source: McDonald et al. (2015, p.16)

Three methods from McDonald's et al. collation is used in this study – interviews, observation, and documents. The most popular method is the survey, which is used for exploratory, descriptive, or causal studies. A number of studies also show that surveys are predominately used in quantitative research to determine cause and effect between variables (Churchill & Lewis, 1986; Roessl, 1990; Aldrich, 1991; Landström & Huse, 1996; Aldrich & Baker, 1997; Chandler & Lyon, 2001; Mullen et al., 2009). However, not all research work on entrepreneurship merits a positivist approach. McDonald et al. (2015) contend:

What is needed is an open and critical focus on the implications of all the different kinds of methodological choices made by entrepreneurship researchers. This will enrich debates about the suitability of both research questions and the methods with which to approach them. This in turn will raise the quality of the research across the field in each of the methodological perspectives, changing the focus of the discussion from, which method is best, to, which method is best for addressing this specific research question (pp.19).

This study employs a qualitative approach and I have chosen the methods that I deem best for addressing my research questions. In seeking to understand participants' interpretation of their experiences, a survey method was not considered appropriate. Two factors to consider when choosing methods for the study of entrepreneurship, as

noted by Kyrö and Kansikas (2005), are its acceptability and suitability to the research undertaken.

3.7 Analysing the Data

This section focusses on how the data would be analysis of the data. According to Miles, Huberman, & Saldaña (2013) qualitative data analysis is based on examination of a phenomena, describing it relationships based on consistency and a set of related events. They advocate three main components. Reduction of the data, data display and the inferences and establishing of conclusions.

Reducing the large amount of information collected is a “major preoccupation” of all researchers (Hardy & Bryman, 2014, p.4). Regardless of the mode of inquiry used, qualitative researchers are keen to break down data so that the information becomes “more manageable and understandable” (Hardy & Bryman, 2014).

I have used a data reduction process for analysing the data collected by identifying common themes and using qualitative analysis techniques. For data analysis in qualitative research, Creswell (2009, p.185) suggests “a linear, hierarchical approach building from the bottom to the top”; because the stages are interrelated, Creswell sees the process as an interactive one.

I have used these six steps that Creswell suggests:

1. Organise and prepare the data for analysis, which involves transcribing interviews, typing up field notes and sorting and arranging the data into different types;
2. Read through all the data to obtain a general sense of the information and to reflect on its overall meaning.
3. Begin detailed analysis with a coding process, a method of that takes the data collected and put them into labelled categories.
4. Use a coding process to generate a description of the setting, people, patterns, categories, or themes for analysis (Loftland & Loftland, 1995). Descriptions should be detailed.
5. Use a narrative passage to convey findings of the analysis. Visuals, figures or tables can also be used; and
6. Interpretation or meaning of the data. Compare these to the information gleaned from the literature or theories (2009, pp.186-189).

3.8 Integration of Data

Three methods have been used as part of the research design of this thesis. These include semi-structured interviews, non-participant observations and document analysis. The case for all three methods is set out below in terms of the integration of the data. Integration of data may be justified as part of triangulation strategy, however by integration the research methods the researcher is combining data together. A metaphorical explanation might best illuminate meaning. A major city may have transport networked that is integrated linking different parts of the system of bus, rail, tram and air, all different but synchronised to achieve the same goal, efficient travel from one destination to another (Moran-Ellis, Alexander, Cronin, Dickinson, Fielding, Slaney & Thomas, 2006). Each method is equally important with its own inherent features. The interconnection with each other is based on a system of examination and contrasting each method. Integration may be linked to the design, findings or the analysis phase of the research (Coxon, 2005). Therefore a 4-step approach is used in the research to merge and integrate the data from the research methods used (Moran-Ellis et al., 2006). The steps are:

1. Using methods of analysis that is suitable for each of the method used in this research which seeks to obtain nascent findings.
2. Identifying findings that are of a thematic nature that links with the research questions and which echoes with the other methods used in the research.
3. Themes and codes and results that arise are brought together to create a repository for further analysis and determine its link with the main research question.
4. Achieving consensus with the various threads picked up in step 3. This approach is about how the integration of three different data sets help to gain a better understanding of the research phenomenon, entrepreneurship in the Caribbean context and accepting that each equally contributes to the analysis.

Data conclusions is based on propositions and once they are confirmed the process of confirmation need to occur. Robson (2002) put forwards the following steps for drawing conclusion based on qualitative data.

1. Ensure that the data is counting, sorted and collating the prevalence of occurrences of issues.
2. Determine any patterns or themes or the number of times these have reoccurred.
3. Ensure features of persons are arranged together. Additionally, consider factoring variables into propositions.

4. Consider the type of relationships and the interconnectedness between these variables.
5. Link the findings to frameworks theoretically.

From the above, I consider interpretation to be a key factor. I therefore aim to conduct a thorough analysis of the 'raw' data. Denscombe (2007, p. 252) recommends similar processes, including illustration of points by quotes and pictures for representation and display of data.

3.9 Data Validation

Data validation in qualitative research does not carry the same meaning as quantitative research. Given this, the focus is not on making specific generalisations but rather to produce understandings of experiences (Bryman & Bell, 2007; Creswell, 2014). In terms of validity and reliability, they do not carry "the same connotation in qualitative research as they do in quantitative research" (Creswell, 2009, p.180).

Linked to the researcher's role are issues of validity and reliability and significance. Creswell confirms: Qualitative validity means that the researcher checks for accuracy of the findings by employing certain procedures, while qualitative reliability indicates that the researcher's approach is consistent across different researchers and different projects Gibbs, (2007) (as cited in Creswell 2009, p.190). For the analysis of data, validity and reliability by ensuring authenticity (genuine content material), trustworthiness, credibility (accuracy), and meaning (not ambiguous) (Denscombe, 2007, p.232); and by triangulating data sources and using member checking (Creswell, 2009, p.191).

Validity and Reliability: Linked to the researcher's role are issues of validity and reliability. It should be noted that validity and reliability do not carry "the same connotation in qualitative research as they do in quantitative research" (Creswell, 2009, p.180). Creswell confirms: Qualitative validity means that the researcher checks for accuracy of the findings by employing certain procedures, while qualitative reliability indicates that the researcher's approach is consistent across different researchers and different projects Gibbs, (2007) (as cited in Creswell 2009, p.190). For the analysis of data, I aim to establish validity and reliability by ensuring authenticity (genuine content material), trustworthiness, credibility (accuracy), and

meaning (not ambiguous) (Denscombe, 2007, p.232); and by triangulating data sources and using member checking (Creswell, 2009, p.191).

3.10 Some Useful Reflections

This section given an account of the deliberations and reflections of the researcher with regards to issues that came up during the execution of the methodology. Firstly, there were issues with regards to my interviews. After careful planning and arranging appointments there were at least 5 occasions that I turned up at the business premises to carry out my interviews only for participants to say that they were unavailable and would have to reschedule. My excitement to capture rich primary data would often turn to sadness and despair. I felt this way because I have had to deal with negatives such as rejection or being told by some Caribbean business that they not interested in the research. I found that the exercise of getting participants to be a challenging one. While there were many Caribbean businesses, I soon realised that I had to do some networking and marketing to reach out to possible participants. I also kept focusing on positive thinking and self-belief. For example, one Caribbean business, a credit union, put a small section in their newsletter to members, many of whom are from the Caribbean and have businesses. This really worked well, and I got quite a few participants expressing interest in participating in the research. I also used word of mouth among friends from the Caribbean and upon reflection I am also grateful for the support I have received. I also visited on several occasion areas of London that has a great deal of Caribbean businesses. For example, Brixton market where there is a significant diaspora community. I also used the internet to short-list businesses of interest and would send out emails and make telephone calls. I think getting my sample was a learning experience of thinking and rethinking approaches, planning, strategy, marketing, communication, and persuasion. Many participants felt they were helping a Caribbean brother. Others felt well what is in it for me. My confidence increased every time I did an interview and I felt more comfortable to engage in the process. I kept taking my field notes and sometimes when an interview was done, they would do a referral to another Caribbean business. I guess it was a case of practice make for perfection. A few of my interviews were done by telephone which is not quite the same as face to face. I thought to myself that engagement was not quite

the same as face to face. I also observed that the average time for face to face seemed longer than when done by telephone. I also found that when I was out in the field visiting businesses, I would observe that many of the businesses of interest to me were very busy. I would have to wait until the time was right to have an informal chat with the owners. I found when I presented in a friendly manner, I was more likely to get interactions with some of the entrepreneurs. In the end, I was happy to achieve my sample size with some very interesting data collected. I found my observations to be less of a challenge than the interviews. These were done after my interviews and I felt more experienced to undertake this exercise. These were executed in a timely manner, well documented and because it was non-participatory nature, achieved my data collection in a smooth and satisfactory fashion.

Another issue impacting on my methodology was Covid 19. I had completed most of my planned interviews before March 2020. However, Covid 19 affected my planned sample size of 25 participants. I made the decision to work with the 20 completed interviews. There was significant disruption for a few months as most businesses have had to close making it virtually impossible to do any field work. Covid 19 affected my research personally as I took a break due to my personal anxiety. I could not focus due to the may consequences of this awful virus. I personally suffered loss of earnings, stress and having to deal with deaths to some of my work colleagues. Eventually, I settled down and got focused again. In summary I think that the methodology was a massive learning curve. I relate it to the story of life in general. We all have our ups and downs but what really matters is how we manage these. I was able to undertake my data collection alongside reading on the theoretical underpinnings of the research methods and sometimes match up the theory with my practical efforts. This I found a very interesting exercise.

3.11 Limitations

This study is about interpreting meaning of participants experiences. Adding a hermeneutic phenomenological slant to the research could have brought together a richer scope of meaning from the participants' responses. The most important feature of hermeneutic phenomenology is understanding people's lived experiences. This

approach is worth considering for further research. Another possible limitation is the male to female ratio – 17:3. This was not intentional but came about because of the snowballing method used. This oversight too, can be given some attention in further research. It is also acknowledged that the business-sizes, number of employees and the sample consisted of both novices and experienced entrepreneurs.

The following table provides a summary of the research objectives and the data collection methods that aligns with each.

TABLE 3.5: DATA COLLECTION METHODS USED FOR EACH RESEARCH OBJECTIVE

Research Objectives	Research objectives achieved data collection
RO1- Elicit from selected self-identified Caribbean migrant entrepreneurs how they conceptualise entrepreneurship and its processes.	Semi-structured interviews were used to collect primary data on how Caribbean entrepreneurs conceptualise entrepreneurship/observations Language Descriptive
RO 2- Explore the experiences of selected Caribbean entrepreneurs, considering their cultural orientation as well as the theories that underpin the research	Semi-structured interviews were used to explore the experiences of Caribbean entrepreneurs as well as theories that underpin the research.
RO- Gain insights into the operations, skills, and practicalities of Caribbean entrepreneurship in London; and the	Semi-structured interviews, observations and documents.

operations, skills, and practicalities of Caribbean entrepreneurship	
RO4- Identify contrasting cultural views on entrepreneurship within self-identified Caribbean migrant perspectives and those of non-migrant	Semi-Structured Interviews Documents

3.12 Conclusion

The purpose of this chapter was to have a close look at the methodology that was employed for data collection in my research. To this end, it presents clear justification of the design chosen, which is a qualitative design. The chapter has not only discussed the theoretical underpinnings but also the nature of qualitative design and its justification including why quantitative approach was not appropriate for this kind of research. It also explains how my constructivist worldview has played a central role in influencing the entire research process – from identifying an issue to the data-collection process to the analysis of data. Justification is given for the use of interviews, observations, and documents, which are the data-collection tools. The next chapter is a presentation of the data collected from the data-collecting instruments described in this chapter.

Chapter 4

Presentation of Data

4.1 Introduction

The purpose of this chapter is to present the data collected from the research. The tools used to collect the data were semi-structured interviews, documents, and observations, hence the use of a tool-by-tool presentation. The chapter makes use of graphical representation to present the data. It should be noted that the focus of this chapter is on presentation, rather than discussion and analysis. The chapter begins with the presentation of data collected from the interviews.

4.2 Semi-Structured Interviews

The interview schedule collected two types of data – personal and general. The personal section comprises 9 items and the general section covers 10 subthemes that relate to entrepreneurship.

4.2.1 Personal Information

This subsection reports on the 8 items that are from first part of the interview schedule. Table 4.1 displays information on 6 of the 8 themes. Comments on the other two items are made at the end of this section.

TABLE 4.1: PERSONAL AND BUSINESS INFORMATION

No.	Location	Gender	Country of Birth	Nature of Business	Structure of business and no. employees	Years in Business
1	South London	Male	Britain	Publishing Company	Limited company 1	22

2	South London	Female	Jamaica	Credit Union	Cooperative 5	40
3	East London	Female	Britain	Marketing Company	Limited Company 6	10
4	West London	Male	Trinidad	Photography	Limited Company 1	22
5	North London	Male	Jamaica	Shipping Courier Service	Limited Company 2	7
6	West London	Male	Trinidad	Jewellery Service	Sole Trader 1	18
7	South London	Male	Britain	Accounting Services	Limited Company 4	25
8	South London	Male	Trinidad	Graphic Designs	Limited Company 1	20
9	North London	Female	Britain	Marketing Services	Limited company 2	6
10	North London	Male	Jamaica	Sportswear Retailing	Limited company 3	35
11	East London	Male	Jamaica	Food Service (Restaurant)	Limited company 6	18

12	North London	Male	Britain	Music Performance Service	Sole Trader 1	7
13	South London	Male	Trinidad	Food Service (Restaurant)	Limited company 4	19
14	East London	Male	Britain	Locksmith Services	Limited company 2	10
15	East London	Male	Trinidad	Boiler Care	Sole Trader 1	12
16	East London	Male	Britain	Food Services (Catering)	Sole Trader 5	7
17	North London	Male	Trinidad	Food Service (Restaurant)	Limited company 4	15
18	East London	Male	Trinidad	Food Service (Restaurant)	Sole Trader 3	5
19	South London	Male	Jamaica	Food Service (Bar)	Limited company 3	20
20	South London	Male	Martinique	Food Service (Vendor)	Sole Trader 1	1

Location

From Table 4.1, it is shown that participants are located right across London:

East London - 6

West London - 2

North London - 5

South London – 7

The location information is made more visually evident in Figure 4.1.

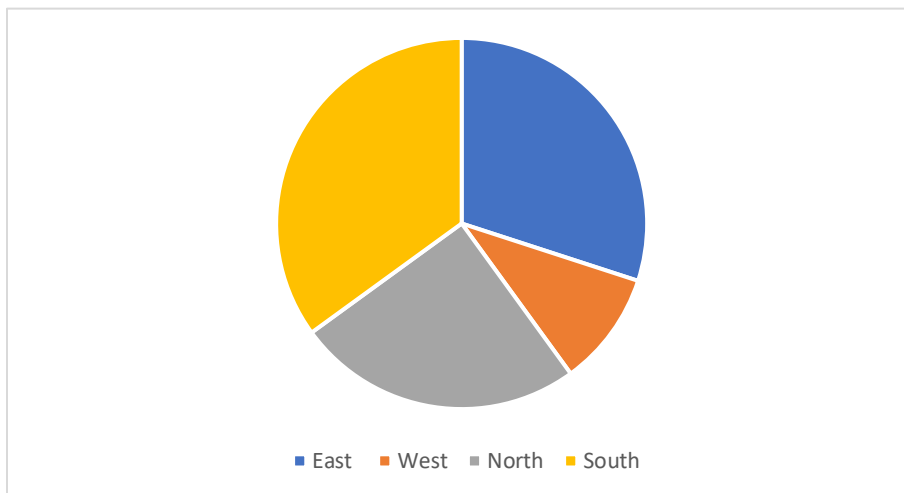


FIGURE 6: LOCATION OF PARTICIPANTS IN LONDON

Gender

Three (3) of the participants are females. It should be noted that the dominance of male participants was not planned. The study made use of convenience sampling and to some extent, snowballing, hence the imbalance.

Country of Birth

Seven (7) of the twenty (20) participants recorded that their country of birth is the Britain. These seven participants are of Caribbean parentage, so they are a legitimate part of this sample. See Explanation of Terms, Chapter 1.

Nature of Business

The nature of the businesses in this category varies. Seven (7) participants are engaged in food services – 4 restaurateurs, 1 bar owner, 1 vendor and 1 caterer. Of the other 13 participants, 2 own marketing companies, 1 is a photographer, 1 runs a credit union, 1 is an author and publisher and 1 is a locksmith. The remaining 7 participants offer services in accounting, graphic designs, boiler care, music performance, sportswear retailing, shipping courier and jewellery vending.

Structure of Business

From Table 4.1, it is shown that only three different business structures spread across the twenty participants – 1 Cooperative, 6 Sole Traders and 13 Limited Companies. Figure 4.2 presents a clearer picture of how the businesses are structured.

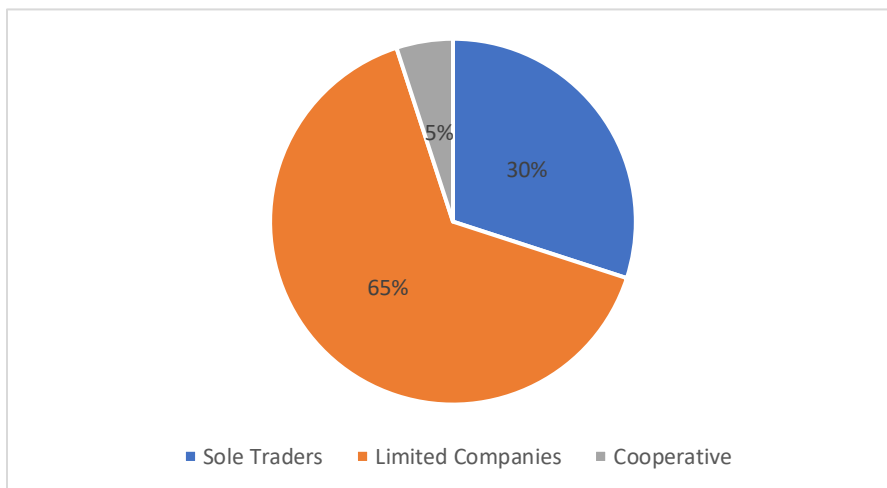


FIGURE 7: STRUCTURE OF BUSINESS

Years in Business

The 20 participants have a combined total of 319 years. The highest number of years as an entrepreneur is 40. This is credited to the participant who runs the credit union. Second to this, is the participant who is a sportswear retailer for 35 years. In third place is the participant who has been offering accounting services for 25 years. There are 4 other participants who have passed the 20-year mark – the publisher and the photographer each with 22 years and the graphic designer and bartender each with

20 years. The youngest entrepreneur is the vendor, who has been in business for 1 year. Figure 4.3 is a graphic representation of each entrepreneur's years in business.

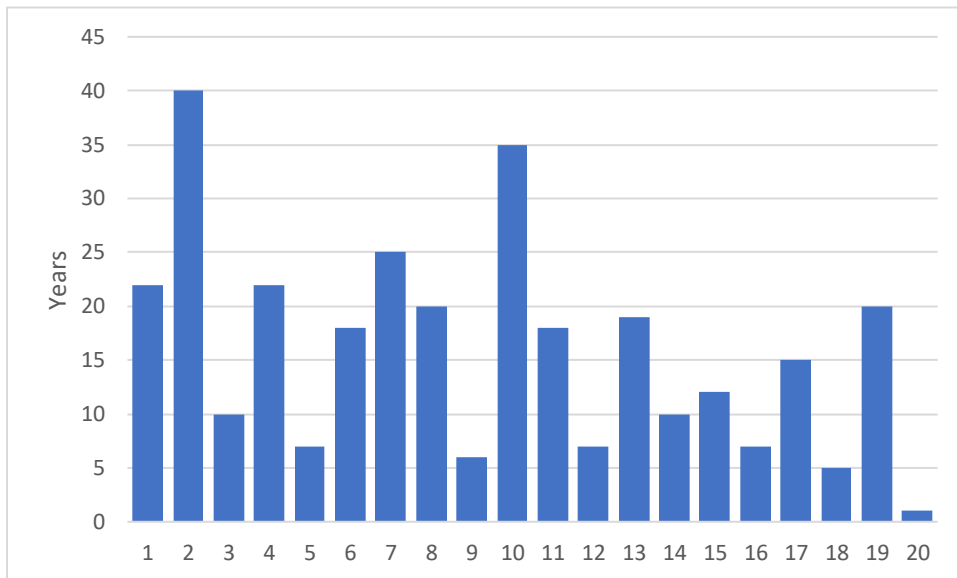


FIGURE 8: PARTICIPANTS' YEARS AS ENTREPRENEURS

Position and Number of Years in Position

Information about position and number of years in the position was not shown in Table 4.1, but it was part of the Personal Details section of the Interview Schedule. Nineteen (19) of the twenty (20) participants are owners/managers of their business; and each participant has held his/her position for the same number of years as each is an entrepreneur. For example, Table 4.1 shows that the graphic designer has 20 years as an entrepreneur. This is the same number of years that the graphic designer has been owner/manager of that business.

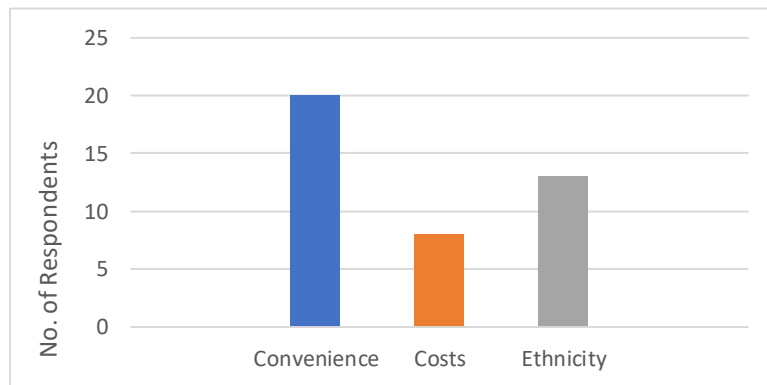
4.2.2 General Information

The information presented in this subsection is based on the 10 themes that from the second part of the Interview Schedule. There are location, customer profiling, customer care, market awareness, economic conditions, products, finance, business environment, perceptions of entrepreneurship and supplementary information.

Location

The areas covered under this subtheme: choice of location; advantages of being in this area; and what is special about this location.

Choice of Location: Three major themes emerged from the responses given for the *choice of location* – convenience, ethnicity and cost. The most popular theme is convenience. All the 20 participants made some sort of reference to *convenience* being the reason for location, 8 referred to *cost* and 13 made mention of *ethnicity*. Figure 4.4 represents the number of participants who chose each theme.



Participants have identified other factors that are linked to *ethnicity*. Raw material and rent are the two factors that they related to *cost*. The factors that participants connected to *convenience* are accessibility, infrastructure, access to customers, transport links and ambience. See Table 4.2

TABLE 4.2: FACTORS LINKED TO CONVENIENCE, ETHNICITY AND COST

No.	Reasons for Location	Factors Linked to Reasons
1	Ethnicity	Ethnic market (Caribbean customers), Caribbean culture, Caribbean food
2	Cost	Raw material, rent

3	Convenience	Accessibility, infrastructure, access to customers, transport links, ambience
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Advantages of Location: All participants reported that good transport links was the main advantage of the location chosen. *Knowledge of the community, an area that is close to the Underground* and the *demand for Caribbean food* were also popular advantages of location.

What is Special About this Area: The presence of a large Caribbean community is noted as an attraction. Also special about this area is an area with a hub of activities.

Customer Profiling

Customer base, catering for groups in the customer base and how participants target customers are the areas that are covered in this section.

Customer Base: The 20 participants have different ratios of Caribbean to non-Caribbean customers. Three (3) of them have a ratio of 2:3 - Caribbean to non-Caribbean; three (3) have a ratio of 7:3; two (2) have a ratio of 1:4; two (2) have a ratio of 9:1; and the other 10 respondents vary, as shown in Figure 4.5.

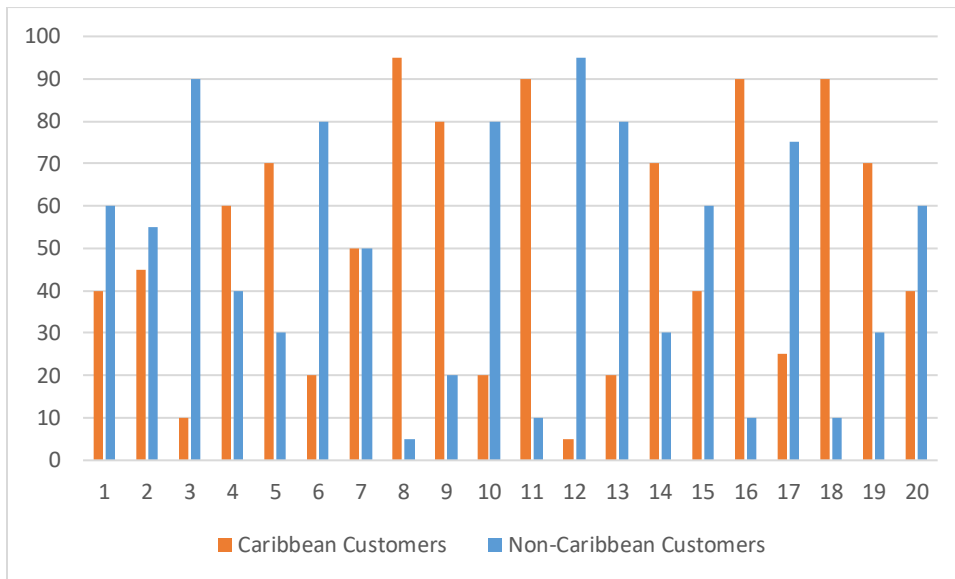


FIGURE 9: COMPARISON OF CARIBBEAN TO NON-CARIBBEAN CUSTOMER BASE

A look at Figure 4.5 reveals that only one (1) participant has a 50-50 Caribbean to Non-Caribbean customer base. Participants 8 and 12 have an opposite customer-base focus – 19:1 in favour of Caribbean customers and 1:19 in favour of non-Caribbean customers. The overall comparison noted from Figure 4.5 is worth considering.

Catering for Customer-based Groups: *A warm, friendly atmosphere, Feedback, A personalised style and Service quality* are the main subject categories that were identified from participants’ responses. All the respondents reported on the importance of feedback. Seventeen (17) of the 20 participants made direct reference to the importance of maintaining a warm friendly atmosphere. Table 4.3 highlights the words and expressions that are associated with each subject category.

TABLE 4.3: WORDS AND EXPRESSIONS ASSOCIATED WITH THEMED CATEGORIES

Categories	Words and Expressions
Friendly atmosphere	Informal setting, trust, relaxed, happy, comfortable, family atmosphere, courtesy, a cultural experience, an at-home approach

Service quality	Meaningful communication, to establish credibility, a cultural approach
Feedback	For reviews, to make improvement, education and training, to measure service quality, to build an improve branding, to measure performance, to review policy, to collate customer experience, to 'tighten' products, to help in making adjustments, to record customer feedback about the menu
Personalised style	One-on-one communication, knowing customer names, individualised treatment, listening, loyalty

All respondents recognised the importance of customer care and the crucial role that feedback plays in maintaining a successful business. They all saw quality, communication and dedicated personalised service as vital aspects of customer care.

How Customers are Targeted: Participants employed 8 different strategies to target their customers. They are competitive prices, paper ads, word of mouth, free samples, sponsorship, social media and special dishes. Figure 4.6 demonstrates how participants responded.

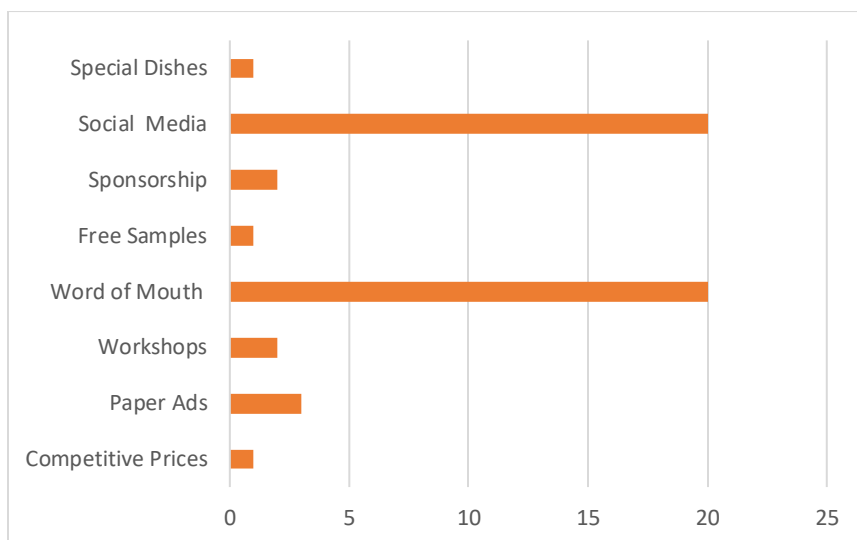


FIGURE 10: STRATEGIES PARTICIPANTS USED TO TARGET CUSTOMERS

Categories Word of Mouth and Social Media have subcategories. Word of mouth targeting comes via special events, parties, gigs and networking. Social media targeting comes from participants' use of Facebook, Twitter, Blogs, WhatsApp, Websites, Instagram and LinkedIn. Participants made mention of three (3) types of paper ads – leaflets, flyers and a column in the newsletter of a financial institution. Sponsorship of local football and netball teams, special events and community projects are the methods used by the two (2) participants who used sponsorship to target customers. The reason given for the use of special dishes to target customers is to give customers “a differentiated culinary experience”. The two (2) participant who use workshops to target customers did not specify whether these were online or face-to-face workshops.

Market Awareness

The question that addresses market awareness touches on issues of composition, competition, and followers. Eighteen (18) of the 20 participants have a high degree of market awareness but see no challenges in terms of competitive followers because of the uniqueness of their product and/or the service that they offer. One (1) of the two other participants admits that knowledge of one follower but was not perturbed because that follower “is far behind”. The other participant acknowledges that at an earlier time the leadership role was obvious, but now that participant is in follower

mode because of advancing age and have therefore scaled back the business. The following list gives a flavour of participants responses:

- Innovative and unique product and service
- Differentiation of services provided
- Personalisation of cuisine
- Product is completely different
- A niche market
- Personal skills and expertise
- Self-belief and commitment

Economic Conditions

Economic conditions that influence participants’ businesses and how current economic conditions affect the said businesses are the main ideas for this topic. The respondents reported on a variety of factors. Customer demand was the most popular factor. Only 2 respondents did not refer directly to customer demand. Figure 4.7 shows the number of participants who responded to the additional factors.

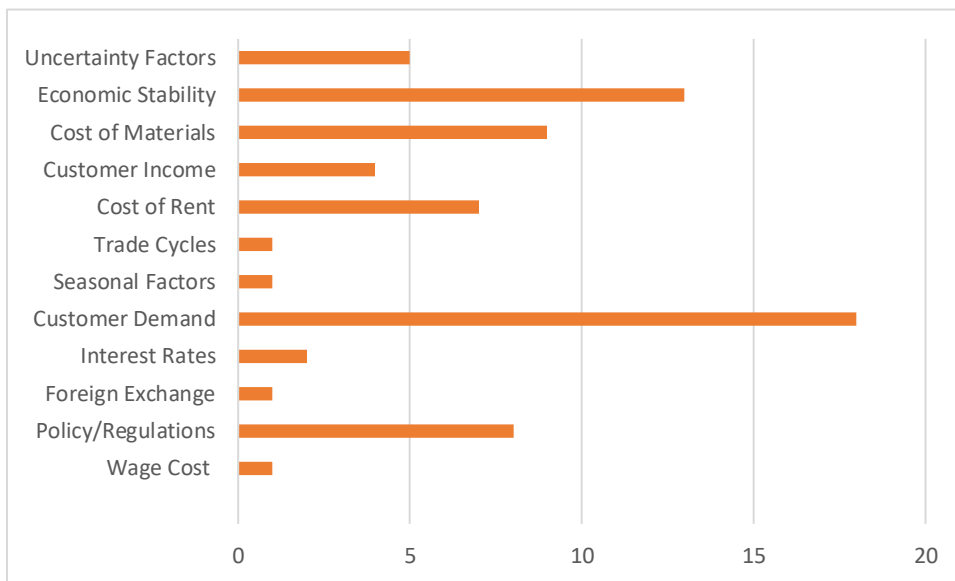


FIGURE 11: HOW PARTICIPANTS RESPONDED TO ECONOMIC FACTORS

Products

Provision of goods and services, reason for choice of product, whether the product is available elsewhere and pricing strategy are the areas addressed under *Products*. Four (4) of the respondents are engaged in catering services; 2 offer accounting and

investment services; and the 14 other respondents provide 14 other services. Demand for products and services is the general response given for choice of product. All but 2 of the participants confirmed that their product was available elsewhere. The other 18 respondents pointed out that although their products were available elsewhere, the products that they offered are unique because of individual's styles and techniques. The categories shown in Figure 4.8 represent how the participants view their pricing strategies.

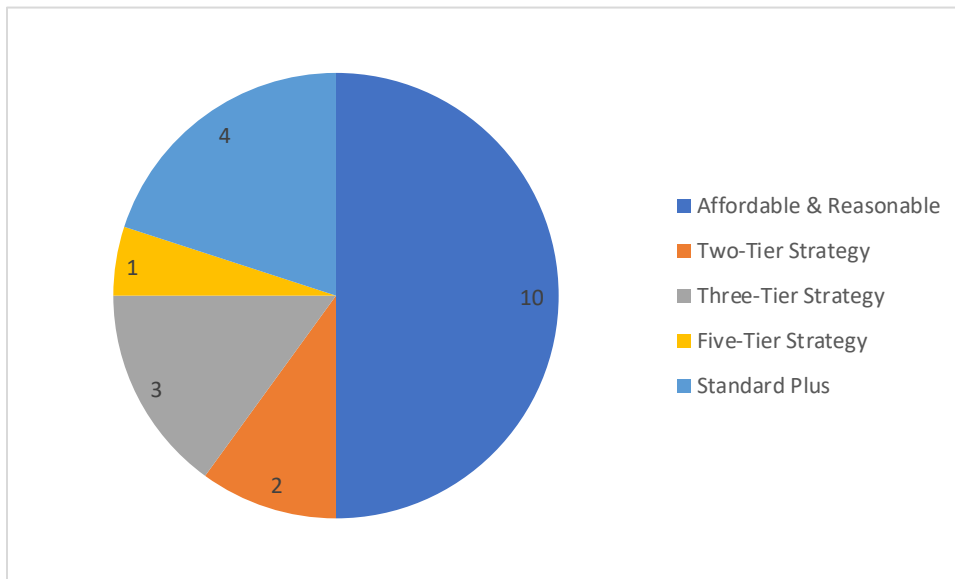


FIGURE 12: PRICING STRATEGIES

The category *Affordable and Reasonable* is linked to expressions such as “value for money”, “the nature and type of client, time magnitude of work”, “affordable to the general public”, “one which ensures a reasonable margin of profit” and “needs of the customer”. Basic, standard and super is an example of the *Three-Tier Strategy* category. The *Standard Plus* category relates to a mixed bag of expressions including “competitive prices”, “different price for different events” and “prices that attract and retain customers”.

Finance

Securing start-up funds for participants' businesses, how the businesses can maintain themselves and the challenges that participants experience in maintaining their businesses are the sections covered under *Finance*. Only one respondent had start-

up funds from an investor. All other 19 respondents started their businesses with personal savings. Four (4) of the 19 had assistance from family members; one (1) of the four had assistance from friends. The general sentiments are summed up in these two expressions: (1) "... it was very difficult to get financing. Institutions were not interested"; and (2) "... it was virtually impossible to get external funding". Figure 4.9 clearly illustrates the start-up funding situation.

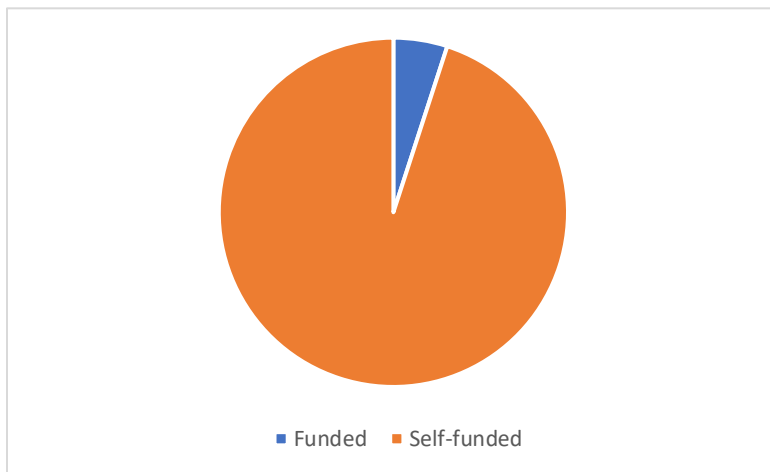


FIGURE 13: FUNDED VERSUS SELF-FUNDED FOR STARTING-UP BUSINESS

One (1) business is unable to maintain itself. The other 19 businesses can use funds generated from their own funds (personal and family) to maintain them. Except for the participant who had start-up assistance from an investor, the biggest challenge for all other participants, is the need to ensure that their businesses are kept going so the cash can be ploughed back into the business, collateral for raising funds and. Four (4) of the 20 participants are looking for funds to expand the business.

Business Environment

This subtopic reports on the obstacles and challenges that participants face in their current business environment and how the operations are similar or different from those in the Caribbean business environment. Lack of funding, Local Council issues, racism and discrimination, cultural issues, staffing issues and Government regulations are the major obstacles and challenges that participant entrepreneurs face. Lack of funding is the biggest challenge for the respondents (See Figure 4.10).

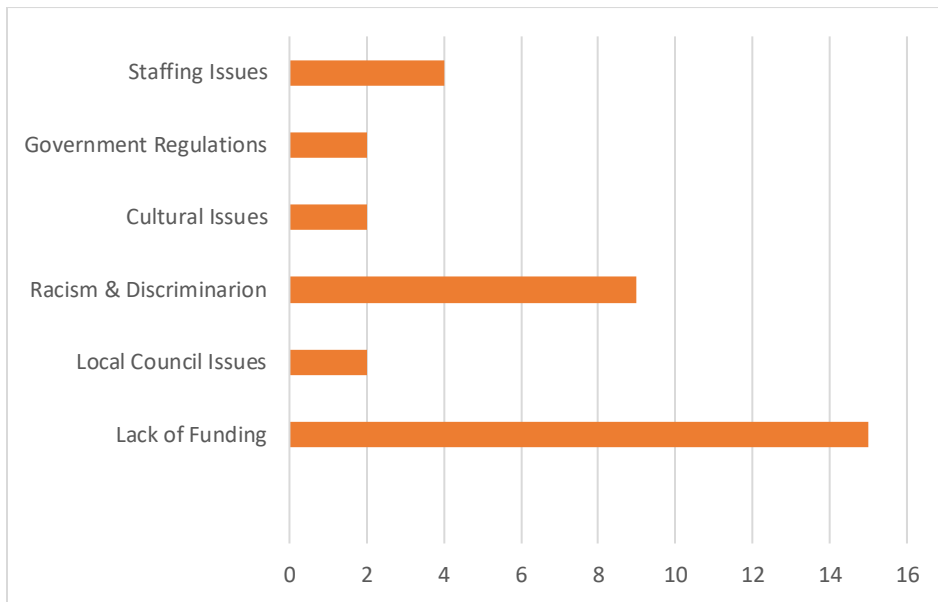


FIGURE 14: OBSTACLES AND CHALLENGES FACED BY PARTICIPANTS

In comparing the participants' business environment to that of the Caribbean Region, the main differences reported has to do with the nature of the Caribbean way of life (Table 4.4).

TABLE 4.4: PARTICIPANTS' COMPARISON OF SELECTED FACTORS IN UK AND CARIBBEAN BUSINESS ENVIRONMENT

Factors	Caribbean Region	UK (London Region)
General atmosphere	Calm and relaxed	Strick and tense
Work ethic	Good work ethic	Poor work ethic
Attitude	More positive attitude	Laid-back attitude
Start-up Funds	Not always needed	Required

Rules Regulations	& Humane	Authoritarian
Entrepreneurial Spirit	Inspired by need	Inspired by want

4.3 Perceptions of Entrepreneurship

Participants' conceptualisations of entrepreneurship, key features of entrepreneurship and strategies employed to enhance entrepreneurial practices are the main areas reported on in this section. The responses relating to conceptualising entrepreneurship are similar and interlinked, but some respondents made direct reference to some other concepts. For example, 5 respondents mentioned *independence*, 3 named *risk taking*, 3 used *achievement/success* in their answers, 2 talked about *passion* and 1 referred to *economic means*. One (1) respondent explained entrepreneurship as *an opportunity to do good to mankind*. The list below cites some of the direct responses given to the question about how participants explain entrepreneurship:

- "A process involving become a servant of people and survival skills".
- "A spirit of wanting to be independent and creation of an economic climate for yourself".
- "The process of translating the needs of the market and responding to it".
- "A process of finding freedom".
- "A process of risk-taking".
- "It is about passion and money."
- "A long-term process involving passion, hard work and learning from failure".
- "A process of transforming an idea into actions successfully."
- "A way of organising yourself to feed yourself and earn even while you are sleeping".

Thirteen (13) themes emerged from participants' responses to what they identify to be key features of entrepreneurship. Self-belief, control, owner/manager and opportunity are the most popular choices. Figure 4.11 shows the number of participants who selected the following themes.

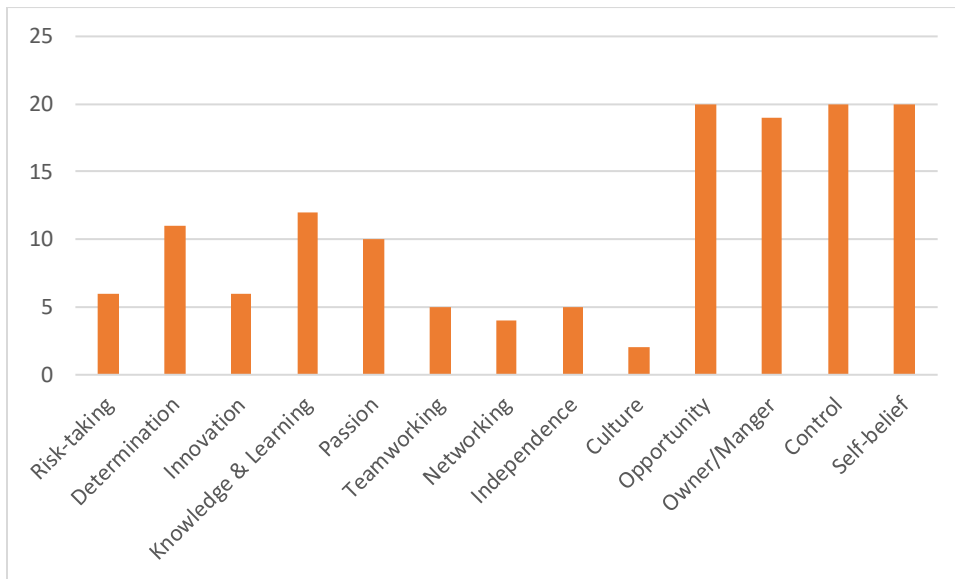


FIGURE 15: PARTICIPANTS AND THEMES CHOSEN FOR FEATURES OF ENTREPRENEURSHIP

Strategies used in participant’s style of entrepreneurship vary, but all 20 participants have *customer care* at the heart of their plans. The recognition that “meeting customers’ expectations” is very important to the success of their businesses. Here are some other key strategies that were named:

- “... filling in the missing gaps in the market”.
- “... offering multiple products”.
- “...good positive vibes with strong community spirit”.
- “... mentor entrepreneurship”.
- “... new and original ideas”.
- “... taking the initiative and being creative and different”.
- “... passion and love in what I do”.
- “... convincing clients that they need this service and support them accordingly”.
- “... putting pen to paper and creating a business plan or corporate plan”.
- “... arming myself with tools of imagination and creativity”.

Documents

The documents did not provide specific answers to the research questions, but they have shed much light on the issues that were investigated. They have helped in the interpretation of data in the sense that they have shown expanded meanings of some of the concepts have been reviewed. Generally, the information that was collected from the interviews and observations was supported by the document accounts. For

example, the respondents spoke of issues relating to finance, self-funding and other barriers to becoming entrepreneurs. From the observation's sessions, entrepreneurial traits such as determination, passion and customer care were evident. These issues, as well as the traits are addressed in Documents 2, 3, 4 and 5 (Table 4.5). However, about certain government policy document, the policies were not always translated to practice, as noted from the participants' responses and the observation sessions that were conducted.

4.4 Observations

Three (3) non-participant observation sessions were carried out at three (3) business places: (1) Roti Joupa; (2) Fish Wings and Things; and (3) The Fisherman and the Farmer. The business details of these three business are shown below in Box 4.1:

Box 4.1: Business Details for the Three Businesses Observed	
No.1	
Name of Business:	Roti Joupa
Industry:	Food Service
Business Type:	Private Limited Company
Location:	Finsbury Park, North London
Business Description:	Food & Beverage
	Eat in & Takeaway
	Specialises in Indian food including roti and curries

	Specialises in Trinidad street food such as doubles
and	
	aloe pies
	Growth phase
	3 outlets
Years in Business:	7
No. of Employees:	10
No.2	
Name of Business:	Fish, Wings and Things
Industry:	Food Service
Business Type:	Private Limited Company
Location:	Brixton, South London
Business Description:	Food & Beverage
	Eat in & Takeaway
	Specialises in Caribbean food including cod fish
fritters,	
	ox tail, rice and peas, tempura prawns, reggae wings.
	Growth phase
	2 outlets
Years in Business:	9

No. of Employees: 4

No.3

Name of Business: The Fisherman and the Farmer

Industry: Food Service

Business Type: Sole Trader

Location: Brixton Market, South London

Business Description: Take away pop-up kitchen

Caribbean street food including chicken curry, fish

with

cumin rice and Quinoa vegetables, salads, lentils

and

vegetarian meals, appetisers, sandwiches, accras,

and

take-away meals

Growth phase

1 Outlet

Years in Business: 1

No. of Employees: 0

The observation sessions provided the researcher with a richer understanding of how the participants operate in their business settings. They also gave in depth insight into

the reasons for behaviours in these very settings. It was beneficial to observe the behaviours as they occur. The researcher got first-hand information that backed up and strengthened the responses that were given during the interview sessions. The information that was picked up from the observation sessions, by and large, backed up information from the documents and the responses given for the semi-structured interviews. For example, the location of the businesses observed, agrees with what the reasons that participants have given for choice of location. The responses about cultural and ethnic traits such as teamwork, customer care, self-belief, determination, and passion were also aligned with what is noted in Documents 2, 3, 4 and 5 (Table 4.5).

4.5 Some Contrasting Data

The section is based on the data that was collected from Research Question 4 - What contrasts underline the Caribbean perspectives on entrepreneurship and non -Migrant British entrepreneurship? The Table below highlights the main contrasts noted.

TABLE 4.5: CONTRASTING CARIBBEAN AND NON-MIGRANT BRITISH

Caribbean Entrepreneurship	Non-Migrant British Entrepreneurship
Informal approach	Formal approach
Specific geographic location	Pervasive locations
Ethnic goods and services	Non-ethnic goods and services
Niche market	Wider markets
Limited Finance	Wider Access to Finance

Migration based	Non-migration based
Higher unique cultural propensity	Different cultural propensity
Higher levels self-employment due to difficult circumstances	Lower levels self-employment with less difficult circumstances
Ethnic resources	Non access to ethnic resources
Policy fragmentation and reactionary	Well established and progressive
Specific industries Domestic Agenda	Widespread Industries Internationalisation

4.6 Conclusion

This chapter presents the data collected from the three data-collection tools used in the research. They are semi-structured interviews, documents, and observations. No analysis or discussion of the data is presented here as the sole aim of the chapter is to report on the data collected by using graphic representation. The analysis and discussion of data will be presented in the three successive chapters – *Geographic Location*, *Scrutinising Conceptions of Entrepreneurship* and *Pathways to Caribbean Entrepreneurship*.

Chapter 5

Geographical Location

5.1 Introduction

This chapter is the first of the three chapters employed to present the analysis of data. The analysis speaks to the objectives and the research questions that were used to guide the research investigation. It is also linked theoretically and conceptually to related subject matter in the literature. From the data collected, participants responses are linked to the idea that geographic location is pivotal to entrepreneurial practices. In conducting the data reduction exercise, several interesting themes emerged. However, geographical location was chosen as the chapter heading because a number of these themes were directly related to it.

Geographical location has a major influence on Caribbean entrepreneurs as it is a complex web involving many vectors. The features of the entrepreneur emerged from the data as a significant factor. Cost and convenience were identified as two major factors. These two will be analysed considering participants responses. Clustering, networking, and capital are other factors that came out of the data collected. In addition to these, ethnic and cultural considerations, along with economic factors are grouped with the other themes that came out of the data. Cultural displacement, disadvantaged theory, mixed embeddedness, venture opportunity, necessity, demand and supply and enclave theory are some of the theories that are used to support the analysis. The chapter begins by looking at the data in relation to the features of entrepreneurship that influences the location of Caribbean entrepreneurs.

5.2 Entrepreneurship Features and Geographical Location

Thirteen (13) features of entrepreneurship were extracted from the data – risk-taking, determination, innovation, knowledge and learning, passion, teamworking, networking, independence, culture, opportunity, owner and manager, control, and self-belief (Figure 4.11). A sizeable proportion of the features are identified in the literature

as having a direct link to entrepreneurial activities (Drakopoulou-Dodd et al., 2006; Murnieks, & Mosakowski, 2016; Vogel 2017).

Interestingly, all the respondents saw opportunity as a feature of entrepreneurship. Opportunity has a direct link to independence (Borooah & Hart, 1999). However, despite this close connection, only 25% of the respondents' sort entrepreneurial activity to gain independence in their entrepreneurial pursuits. 25% of respondents felt that there was a desire for independence while 100% cited opportunity. Both the desire for independence and the exploitation of opportunity by Caribbean entrepreneurs are embedded in geographical positioning. This suggests that when Caribbean entrepreneurs make decisions about location it is a deliberate cognitive intention seeking out opportunity. This view is reflected in this comment made by one of the respondents:

I have been around a long time. I have good knowledge and experience of this area; it has a strong Caribbean community as well as non-Caribbean I think that they want to experience our culture, goods and services, our intimate friendly settings. (Respondent 1).

Respondent 1's response was the answer given to the question that focused on why a specific location was chosen. Also, in support of the importance of location, is Respondent 4's reply: "my location is attractive with good customer base, convenient for customers as well as reasonable rent costs. The area has good transport links". Respondent 4 reply is linked to opportunity in the same manner as Respondent 1 reference to a *strong Caribbean community*. It is evident that Respondent 4 is highlighting the importance of location in mentioning elements such as convenience, customer base and rent cost. These very elements are connected to opportunity in the same manner as Respondent 1's comment on a "strong Caribbean community". This very view from Respondent 1's on Caribbean community is about people with similar attributes to the respondent. This thought from Respondent 1 is in line with the views of Murray & Dowell (1999) who suggest that locations chosen by entrepreneurs are influenced by customers with similar attributes as theirs. Another respondent's desire

for independence was linked to the location decision and was reflected in the following remark:

My view of an entrepreneur is someone who creates a path to independence based on transformation of ideas to create a strong community spirit. I do what I do in my business to reflect my support for my Caribbean community (Respondent 5).

The respondent's desire for independence is linked to the location of his business as independence is an opportunity (Van Geleren & Jansen, 2006). So far Respondents 1, 4 and 5 show how opportunity is linked to socio-cultural elements which is connected to the geographical location of the respondents. It is these very socio-cultural elements that can bring about economic gains despite policies that may be influenced by political factors. For example, Blackburn and Ram's, (2006) review of public policy suggested that there was limited potential of public sector measures to drive self-employment amongst ethnic minority entrepreneurs who are marginalized in the society. Furthermore, the current government's enterprise zones policies are not geared towards entrepreneurs from an ethnic minority background.

It seems that the geographic location could be viewed as a resource for the exploitation of economic, socio-cultural, and political factors (Gnyawali & Fogel, 1994). This can be applied to the mixed-embeddedness theory as Caribbean entrepreneurs develop and locate their businesses where their socio-cultural contacts are. What is also interesting here, is that the views of Respondents 1, 4 and 5 suggest a good link with the ideas of the venture opportunity school (Vogel, 2017). This is so because these respondents feel that opportunity manifest itself by both endogenous and exogenous factors. One respondent relates opportunity to an endogenous factor by making the following comment: "it starts with an idea, and it is about transformation of the idea into action".

Other respondents also connected opportunity to endogenous factors. They have used imagination and creativity to make their venture a success, as noted in this comment: "at the centre of my business is a focus on vision to see opportunities and creativity this is what makes me stand out" (Respondent 4). Another commented: "my successes are linked to my vision for the business. It creates my strategy when I know

where I am and where I want to be in the future” (Respondent 5). Ideas about venture opportunity school were implied by another respondent, who pointed out: “my business depends on my creativity, differentiation and the formation of new ideas to drive the business forward” (Respondent 9). These ideas are connected to another endogenous factor – cognition. The respondent stated that opportunity could be taking advantage of by the marketing of innovative ideas, a clear vision and by emphasising creative strategies for the business.

The discussion so far has shown opportunity to be an endogenous factor. Here are examples of how respondents’ comments show opportunity to be an exogenous factor. Providing goods and services for people of “a strong Caribbean culture” (Respondent 1) indicates that opportunity is an exogenous event. A similar example comes from the comments of Respondent 20. He stated: “entrepreneurship is about tapping into opportunities”. This suggests that these opportunities are external to the entrepreneur and are waiting to be exploited. I have deduced from these and other responses that Caribbean entrepreneurs want to be successful, and they are willing to ‘tap into opportunities’, fully aware that of the risks that some may present. These notions sit well with McClelland’s (1987) trait-school-of thought brainchild, and decades later, Vogel’s (2016) explanation of the characteristics of entrepreneurs.

Connecting the dots together, it appears that the interplay of personality traits, socio-cultural factors, opportunities of Caribbean entrepreneurs play a significant role in influencing the geographic location of the business. Accordingly, the location of the business is related to opportunity recognition and execution (Vogel, 2016). What is suggested from the approach used by the Caribbean entrepreneurs’ comments is a combination of idea creation in the first instance, followed by transformation of the idea into an innovative business (Jolly, 1997). Respondents have used their cognitive abilities to create and see opportunities which gives us an insight into another valuable resource of these entrepreneurs. Cognitive ability sees opportunity as the roadmap to a sustainable advantage (Alvarez & Busenitz, 2001). From this research, it might be argued that opportunity plays a role in the creation of a spatial location of Caribbean entrepreneurs. These opportunities identified from the respondents include increased revenue, additional finance, accessibility of labour supply, access to markets, easier

access to their raw materials, expansion of their ventures and information access through knowledge acquisition and learning and showcasing their culture.

A second feature that is directly linked to geographic location of Caribbean entrepreneurs is knowledge and learning. 60% of the respondents suggested that knowledge and learning in the environment in which they exist was an important factor in their location (Figure 4.11). Interestingly, not all the respondents used knowledge in the same way. For example, based on this comment, “I have good knowledge and experience of this area; it has a strong Caribbean community”, it seems clear that knowledge of the environment played a vital role in helping this respondent to choose the location for the business.

Another respondent uses his location as a mechanism to access information for enhancing his goods and improving his services. He stated: “a key ingredient for me when undertaking entrepreneurship was building knowledge and learning from my customers, markets to improve my products and services” (Respondent 2).

Respondent 5 took a different position commented on learning with customer engagement. He expressed this view: “a feature of entrepreneurship that is important is learning through interaction with my customers as this help me with customer satisfaction”. Respondent’s 4 view focused on customer learning by suggesting that learning and knowledge come from examination of the wider market that he is located in. He mentioned: “I formalise my approach by carefully studying the market that I am in, learning is an ongoing process, taking place every day”.

The knowledge and learning referred to by Respondents 1, 2 4 and 5 seem to align with the ideas of some researchers who have argued that that geographic location is a mechanism for knowledge distinctive agglomeration of knowledge which creates opportunities to be exploited (Anderson, 2005). It seems that when these entrepreneurs engage with customers, they benefit from access to information which can support their business strategy. Evidence from literature supports the view that geographical and sectorial positions allow for significant exploitation of information on technical, financial and human resources and access to diaspora markets networks. These are rich sources of knowledge for the acquisition of resources and opportunities

for survival, growth and prosperity of ethnic businesses (Kitching et al., 2009). One respondent referred to the importance of enhancing customer value which is related to Slater & Narver (1995) views. The work of Dimov (2011), Tang et al. (2011) and Gielnik, (2012) has shown a connection with participants' comments concerning acquiring knowledge from the market.

Drawing on the observations undertaken, it lends support to the notion that the geographic location is indeed used as source of knowledge acquisition. The three sites observed, two are in South London and the other in North London (Table 4.1). The observations of the entrepreneurs have revealed that they have engaged with customers, with a focus on listening and accepting feedback given by their customers. This was through engagement on a regular basis with their customers and suppliers. During the observations of Roti Joupa, Fish Wings and Tings and the Fisherman and the Friend, it was clear that all three owners took opportunities to engage in conversation with customers, sales personnel, and suppliers. The quality of the service provided, along with conversations noted, implies an example of knowledge transfer and learning on the job. It seems a reasonable assumption, that over a period, that via vigilance, the communication and interaction that were observed at the three businesses, were opportunities to seize potential business prospects. This is consistent with research undertaken by Desrochers (1998), who noted that face-to-face contact among stakeholders such as suppliers and customers, communicate tacit knowledge.

It seems from the observation that knowledge transfer which occur Caribbean entrepreneurs and some customers seems to be a mechanism to communicate loyalty based on ethnicity. This view seems to align with the views of (Kloosterman et al. 1998). Knowledge transfer gained by Caribbean entrepreneurs often focus on ethnic goods and services within a predominantly ethnic market but based on observations seem to also extend outside of co-ethnicities.

It was interesting to note that from one of the documents analysed (Table 4.5) - the Global Entrepreneurship Report (GEM) (2020) - over 50% of entrepreneurs globally, believed that the decision to start a business was based on having good knowledge

and skills. These are necessary ingredients for a successful business. Further, this report has highlighted the importance of the geographical context as important to the start-up-decision and as a pathway to growth of businesses. Drawing on the literature there is evidence that intellectual understanding is pivotal in the location decision of entrepreneurs (Ferreeira, Marques, & Fernandes, 2015). There is also a connection between entrepreneurial location and the ethnicity of customers which will be analysed in the next paragraph.

A third feature that is directly linked to geographic location is ethnicity. Figure 4.4 reveals that 65% of the respondents felt that the geographic location decision was linked to ethnicity. Ethnicity for the respondents comprised several elements. These elements include ethnic foods, targeting the Caribbean community and market demand. Several respondents commented on the elements of ethnicity. One respondent suggested that “my location is based on cultural goods (food) and services(entertainment) in my location decision” (Respondent 1). Another respondent stated that “my location was connected to providing Caribbean foods”. (Respondent 7). A third respondent also linked the location to food by mentioning the following: “my location was based on the uniqueness of my product which is the food” (Respondent 12). This suggest that location had to do with supply of ethnic foods to Caribbean customers. The views of respondents 1, 7 and 12 show a good link with the academic literature as it is widely acknowledged that many ethnic minority entrepreneurs are linked to the provision of ethnic goods and services through catering (Kirzner, 1979; Kloosterman, et al., ; 1998 Wishart 2010). The supply of ethnic foods and services is an important part of ethnic traditions and more importantly can be tied to the respondent’s exploitation of opportunity in their business model (Boissevain et al. 1990; Ado et al. 2016). This supply of ethnic foods by Caribbean entrepreneurs is a strategy of adapting to the resources available to them. Another element to ethnicity is the Caribbean community. Some respondents seem to want to identify with people of the own community. One respondent suggested that “*my location chosen was a hub of activity for Caribbean people*” (Respondent 5). Another respondent also said that the presence of “*a large Caribbean community was a factor in my location decision*” (Respondent 20). The statements from respondents 5 and 20 are supported

by Clark and Drinkwater's (2010) research that entrepreneurs from ethnic minorities are likely to navigate to geographic regions of individuals with a similar ethnicity as theirs. It appears this is based on a reactive solidarity (Light 1984). Others have associated this alignment to internal solidarity and loyalty of your co-national. Their view on the geographic location suggests a desire to engage and socially interact of people from common citizenship and immigrant occurrences (Waldinger et al. 1990).

Another feature of ethnicity that links with the geographic location is the demand for ethnic goods and services by Caribbean customers. One respondent suggested that "the demand for from customers impacted in his choice of location" (Respondent 1).

Another respondent commented: "my location was based on demand for ethnic goods and services" (Respondent 9). Respondent 12 also suggested: "my location was connected to a market willing to try something different". These two comments from Respondents 9 and 12 are like the position taken by (Portes, 1995), concerning ethnic entrepreneurs positioning their business in proximity with ethnic demand. Further, their statement on demand aligns with enclave theory because it explains immigrants in terms of both their geographical and social centralisation (Bonacich & Modell, 1980; Aldrich et al., 1985; Zhou, 2004). What drives the demand for ethnic goods and services is customers' desire, appetite, and choice. This demand by Caribbean people living in London creates a niche market for ethnic goods and this market is essentially protected for Caribbean entrepreneurs (Ward, 1987). What is suggested by the alignment of Caribbean entrepreneurs to enclave theory is its links with a social and economic context. Social context because enclaves create a social centralisation for Caribbean people to identify with (Bonacich & Modell, 1980). Added to this is the emergence of a supply of entrepreneurs based on demand from Caribbean customers to achieve economic amelioration (Waldinger et al., 1990). Another theory that seems to connect with respondents 5, 20, 9 and 12 views above is the mixed embeddedness theory (Kloosterman et al., 1998). Caribbean entrepreneur's links to the community and to the demand suggest that they are rooted in both a social and economic context, but these are often shaped by a political context as migration and the location of migrants across London is the subject of governments policy directions.

Tied to the issue of ethnicity is the matter of feedback from customers. The point here is that the geographic location not only creates a connection with ethnicity, but ethnic customers is a good source of feedback on their goods and services for Caribbean entrepreneurs. Some respondents appear to use feedback as source of *intelligence* gathering. Feedback is a mechanism through which learning, and knowledge are acquired is feedback. Interestingly, Figure 4.11 reveals that 80% of the respondents used feedback in support of their knowledge and learning. 60% of the respondents felt that knowledge and learning was a feature of entrepreneurship. Feedback may have many objectives and one of the objectives used by Caribbean entrepreneurs was to gain direct access to information to measure the quality of their goods and services and where necessary take corrective action. One respondent commented that “feedback is an indicator that we are doing well, it helps us to improve our performance. We take action to get it right, after all we are nothing without our customers” (Respondent 20).

Another respondent thought that feedback “helps me to reflect. To think about different approaches to the business and think about different strategies to diffuse and resolve matters in a professional manner” (Respondent 17). A third respondent had a very interesting response about receiving feedback at their business as a means of maintenance and repairs to the business. She commented that:

Feedback keeps us on our toes. It measures what we are getting right with our services, products, and level of customer satisfaction. Of course, there are matters we need to follow up on and fix it. Like any thing in life repairs must be done. (Respondent 19).

Essentially, respondents 17, 19 and 20 all used feedback within the spatial location to collate information from customers and use that information to facilitate knowledge and development of their businesses. Boulding et al (2005) make mention of a similar approach. One respondent felt strongly about feedback to the extent that it can change the course of action of the business and as well as their practices. She asserted that “it can change policy in my business. We take the feedback then discuss these at meetings and come up with action plans”. (Respondent 15).

Give the above respondents view on knowledge, it seems that it is a key resource to be integrated into their strategies. This seems to agree with the venture opportunity and strategy formulation schools of thought. This is so as the knowledge may be used to seek out new opportunity and introduce new strategies for their businesses. It not just the information but what is done with it. These theories provide a useful framework for the explanation of the views of Caribbean entrepreneur's views about knowledge. Knowledge acquired from the spatial environment that allows for heterogeneity of their products and services (Alvarez & Barney, 2001). Respondent 15 focus on feedback and its discussion and action plans suggest that knowledge helps with learning understanding complex social interactions among clients in their marketing business which gains new perspectives. This includes tailoring their product to the needs of client. Respondent 19 suggestion that *"like anything in life repairs must be done"* suggesting that the learning is being used to solve complex problems faced by her business in financial services. She faces a high degree of risk and uncertainty in her business and uses the information to create new awareness and adjustments to current and emerging issues and in the case of respondent 19 new discoveries of products for her business (Busenitz & Barney, 1997). Knowledge as respondent 19 referred to is therefore helpful in building new insights for the business and by extension allows for various interpretations allowing these entrepreneurs to use this as a tool for competitive advantages (Daft & Weick, 1984). When the location decision is made by Caribbean entrepreneurs it is connected to the acquisition of tacit knowledge and this is virtually impossible to duplicate (Barney, 1991). The geographic location is not just about knowledge acquisition for Caribbean entrepreneurs, but it is also a mechanism for learning, one of the respondents pointed out that:

Learning is a significant ongoing issue within my business environment. We use customer feedback mechanisms to facilitate learning through feedback. Where it is positive it tells us what we are doing well while negative feedback kicks in adjustment mechanisms (Respondent 3).

Another one of the respondents emphasised learning in their business model she stated that:

Learning occurs through our listening to customers; it is about ensuring their satisfaction. It is embedded in our corporate culture and strategy. Learning through feedback keeps us on our toes. Our learning helps us to follow up on matters and fix it. Like anything in life, you got to know what needs repairing and get the repairs done. We undertake regular customer care surveys, workshops, and suggestion boxes as an ongoing process (Respondent 19).

The above views highlight a link between learning and the geographic location of Caribbean entrepreneurs. The location provides opportunities for learning. This aligns with the opportunity school of thought (Vogel, 2017). What is suggested from the above respondents is the exploration through experimentation by trying out different approaches. Further, both respondents' views suggest that their learning is repetitive, on-going, dynamic in nature involving many unforeseen events (McGrath & MacMillan, 2000; Corbett, 2005; Dimov, 2007a). The geographic location of Caribbean entrepreneurs is not just a source of knowledge and learning but the research has found the geographic location is also connected to the culture.

A fourth feature that is directly linked to geographic location is culture. Culture is all aspects of life and with Caribbean entrepreneurs it is no different. Figure 4.11 shows that 25% respondents considered their culture in deciding where the business should be located. While 15% saw ethnicity as a feature in their location decision One these respondents asserted that "my location is driven by the big Caribbean community that is in proximity. I aim to meet demand for goods through my bakery and sports goods store" (Respondent 9). A similar view was expressed by another respondent who suggested that "my location is central and easily accessible to a large Caribbean community that is in nearby satisfying their desire for good Caribbean food. I feel like I am an ambassador for my country" (Respondent 20). "Another respondent stated that my location has culture at its centre stage since I see my business as a meeting place for Caribbean people" (Respondent 1).

Respondents 9, 20 and 1 seem to see to opportunity in their culture and ethnicity and this guides their location into the markets where are likely to be cultures and ethnicities like theirs. What is suggested from these three respondents, is that the link between

their deliberate location decision is based on a cultural focus (Van Dijk & Pellenburg, 2000).

An interesting connection is made between opportunity, culture, and the business location of the Caribbean entrepreneurs. Where customers with a similar culture are identified presents opportunities for exploitation in terms of demand and the consequence of this is attract business location. This is line with Malecki, (2009) and Clark and Drinkwater, (2010) views that that entrepreneurs from ethnic minorities are likely to navigate to geographic regions of individuals with a similar ethnicity as theirs. Ram & Smallbone (1983) also found that ethnic entrepreneurs, tend to be clustered geographic regions, usually inner-city areas as well in specific sectors of the economy. Caribbean entrepreneurs also see opportunity in the location decision as some areas and markets have very little barriers to entry and exit and given the nature of the competition that they face focuses on cutting transaction cost (Kloosterman et al., 1999).

It is interesting to note that all three respondents above are consistent with the view of Ram and Jones as they are all concentrated in the food and beverage industry. This industry is often pursued by Caribbean entrepreneurs as it is characterised by certain features. One such feature is the demand for ethnic food by Caribbean immigrants. Secondly there is relative ease of entry into this industry as an opportunity for self-employment. Thus, the selection of the location of the above respondents seems to be a matching of their needs with a region or community that they have gravitated to (Murray & Dowell 1999).

While culture and ethnicity may draw some of these entrepreneurs into the location, there are others who felt they were forced into their locations because of a host of factors. Caribbean entrepreneurs are ethnic minorities, and they feel that their location decisions are linked to their experiences that involve marginalisation, discrimination, and exclusion. One respondent drew reference to the following comment:

I have the challenge of cultural issues in the Britain. This is a major challenge just being black affects my ability to do business. I think people do not trust me because

my race and culture are different to theirs. Not sure why this is so but it makes me feel funny. I entered business because of my circumstances (Respondent 11).

Another also highlighted:

I have been in business for a very long time. There is institutional racism. In my area in South London things are changing and this has affected my people and my business. Changes like council housing being sold to private developers for regeneration. It is a real challenge just being black. Yes, ethnicity is the major problem, oppression, and a feeling of exclusion. All these things were factored in in where my business is located (*Respondent 16*).

A further respondent stated:

I used my start-up business as a means of my survival. I must feed my family. I found it difficult to get a job and my business was meant to be a way out.” I focused my set up near to my people because I felt comfortable (Respondent 2).

The respondents above believe that they face social, economic, and political conditions that all impinge on their way of life in the host country (Ram & Jones, 2009). For instance, connecting and engaging with their community by providing goods and services, exploitation of opportunities to earn an income and sustain oneself and to come to terms with government’s intervention into the economy was evident in respondents 2 and 16 comments.

The geographic location decisions made by respondents 11, 16 and 2 above also bear similarity to several ethnic theories. Respondent 16 refers to institutional racism, ethnicity and government’s policy that affects him. He feels that he is disadvantaged. This seems to bear similarity to the disadvantaged theory (Light & Gold 2006). Essentially, respondents 11, 16 and 2 are suggested the demerits that ethnic entrepreneurs are confronted with in the country in which they have settled in. These demerits cited by the respondents contribute to them becoming involved in ethnic entrepreneurship which acts as a substitute from barriers and shortages of employment opportunities. It seems that in addition to being disadvantaged that they might be drawn to their locations as it brings a feel of comfort and security to them.

It seems that push and pull theory is in alignment with the views of the respondents above. (Borooah & Hart, 1999). The problem of not being able to get a job was instrumental in turning towards entrepreneurship. In other words, respondent 2 was pushed into entrepreneurship. They assert that the push factors are often associated with personal, negative, and external implications which is exactly the situation faced by respondent 2. The prospect of a new opportunity along with the negative issue of unemployment may be an instrumental pull factor as is the case of respondent 2 (Hakim, 1989). Respondent 2 is referring to survival entrepreneurship where he is reacting to their circumstances by creating a start-up to generate income (Hammarstedt, 2001). A link is therefore established between pursuing entrepreneurship and its motivation in the form of push and pull factors for Caribbean entrepreneurs. These pushes and pull factors contribute to setting up a business location to pursue entrepreneurial undertakings.

An ethnic theory that connects with the location of Caribbean entrepreneurs is cultural theory (Berger & Hsiao, 1988; Redding, 1990). Essentially, the ability to undertake ventures and the associated risk is linked to the culture of the ethnic group. Caribbean entrepreneurs have suggested that entrepreneurial activity is part of their way of life, founded on finding means to take risks, seek out opportunity, be innovative and engage in self-employment. All these features came out of the findings of the research suggesting a link to their culture. The observations have revealed an example of this in the Brixton market, a well-known and established ethnic economy. It has provided a means for several Caribbean entrepreneurs to engage in self-employment, control over their business and significant clustering of cultures all of which supported the ideas inherent in cultural theory (Redding, 1990). This has a historical dimension based on finding ways to survive in the faces of obstacles. Further, the observations have revealed that these ethnic economies support co-ethnics through the upkeep of their communities, support their institutions, allow for apprenticeships of new arrivals into the country, provide educational support and sustains the integrity of cultures (Light & Gold, 2008). Several other respondents felt that their business was embedded in culture in two ways. Using their underlying ethnic traditions to undertake

entrepreneurial activities and to display their cultural traditions. One respondent suggested that:

I always wanted to run my own business. I guess it is in my DNA, I came from Guyana and my ancestors ran their own business in that country. I wanted to be my own boss, so it is part of our way of life. I developed the tricks of the trade from them. (Respondent 15).

Another suggested that culture was an important aspect of his business by stating that:

My business is pivoted on culture, partly I display Trinidad culture; it is about our music, steelpan, soca and reggae music our Caribbean rum, and the food menus which I learnt from back home, including real nice curry, doubles, rice and peas on the one hand but also a meeting place for our diaspora where we can network, feel part of our identity and feel home away from home (Respondent 1).

Respondent 2 added to this idea by stating *that* "I have located in this area of South London because of a significant Caribbean community who live in this area and they want to experience our warm friendly and sociable atmosphere'. Interestingly, Respondent 15 referred to her DNA suggesting that entrepreneurship is in her culture which is line with cultural theory. Some culture thrives on self-employment and Caribbean entrepreneurs drive for self-employment is embedded in their culture.

The observations of the three entrepreneurs provided further evidence of commitment and determination of Caribbean entrepreneurs a key feature of cultural path theory (Redding, 1990) The owner of Fish, Wings and Tings, a Caribbean eat in and takeaway service. The owner Brian seems to tap into an opportunity with this location which was a hub of activity for many people of Caribbean heritage. From this observation there appeared to be a huge demand for Caribbean foods and a significant number of customers were from a Caribbean heritage. It seems on average that my estimates put his Caribbean customers at around 60% What was interesting was that his location itself projected his culture through the type of music played, colours of his native country photos and paintings of steelpan and a flag of his native

country, Trinidad. It seemed from the observation that his location was convenient to his customers and I observed the dedication and commitment of this entrepreneur through his efforts. Culture therefore has many dimensions. One dimension is linked to social capital. In the words of one successful Caribbean entrepreneur:

My accounting business started with no substantial capital. I am a Chartered Certified Accountant. My business grew overtime to be very successful. My family supported me financially and with my work ethic. I felt that networking was an instrumental part of this. In fact, not just the networking but the quality of your networking. This open doors for me and created increased revenue and profit, I am passionate about this. You would be surprised to know that without this you get stuck in the middle. With networking you can earn while you are asleep. I must go on if I may, I am the first black president of the Association of Accounting Technicians (AAT) a well-known and established accountancy body and this was largely due to my establishing strong networking which increased my visibility. I am also a board member of the biggest black Credit Union in London. I used all these things to my advantage and to where I am today. (Respondent 4).

Referring to Respondent's 4 statement above he has shown a connection to the theory of capital (Bourdieu, 1986). This is so because he made mention of financial capital from family to get his business started. Financial capital is a prerequisite for obtain a physical location either to rent, lease or purchase premises. Cultural capital another form of capital highlighted by Respondent 4 which would have been used to make upward social mobility in London through his educational qualifications social capital through building up of prosperity through use of his networks which occurs when Caribbean entrepreneurs combine their other types of capital have been set up (Bourdieu, 1986).

Types of capital for this respondent is important to grow and expand his business market Caribbean entrepreneurs can gain a competitive advantage. Interestingly this is what has happened with the combination of the various forms of capital with Respondent 4.

The above respondent's view seems to align with Kim et al. (2006) analysis in a United States panel study of entrepreneurial dynamics, that it was not financial nor cultural capital resources that triggered entry into markets but human capital for example, being more educated and previous management experience was positively connected with entrepreneurial start -up and location decision.

Financial capital also has a connection to location decision Caribbean entrepreneurs. The initial investment in their business though in many instances the investment were from funds from either savings or borrowed money from friends and family dictated where to locate in relation to the cost of renting facilities. Respondent 19 noted that their capital investment occurred "from the accumulated savings from our members. We pooled together in our Credit Union to get going with the location" *Respondent 17* on the other hand stated that "I built up my capital from my personal savings and from a loan injection from my family".

The financial capital takes the forms of assets, machines, equipment, inventory and cash During the observation process I observed the evidence of investment in financial capital at all three businesses locations that I visited, and it is apparent that financial capital takes many different forms (Bourdieu, 1986). This includes working capital needed for daily transactions in the business and capital tied up in non-current assets such as machines and equipment. Capital is a term that is socially constructed and subsumed in our culture (Brinckmann et al., 2011). Thus, some forms of capital are more easily measured than others. Since capital might be socially constructed it suggests that our interpretation of capital will be subjective in nature with vary views and opinion of its reality.

Cultural capital inherent with Caribbean entrepreneurs has to do with their heritage and passion. One of the respondents above suggested that "I am showing off Trinidad cuisine and promoting our traditions". This includes their music, art, culinary delights, and carnival traditions. This is a very important aspect of many Caribbean entrepreneurs' capital. It can drive the business sales and promote social networks (Pret et al., 2016). This is well supported in the literature (Kim et al., 2006; De Clercq

& Voronov, 2009; Jayawarna et al., 2014). Many Caribbean entrepreneurs interviewed subscribe to this view. Respondent 5 was one of those and he stated that:

I create a sociable Caribbean like atmosphere which includes calypso music and reggae, exciting Caribbean culinary delights such as hot wings, spicy fish curry, fritters, chicken, and goat. Our drinks include Caribbean rum, rum punch. Respondent 1 shared similar sentiments suggesting the following:

My business has culture at the centre. This is through our Caribbean music, food cultural events including steelpan, live artiste from the Caribbean and a place to socialise and network with each other. My culture is a tool that meets the needs of people.

It can be seen from the above respondents that cultural capital drives their business forward. Whether it is in their heritage of music or food. This is well supported by Eckstein & Nguyen (2011) who posited that ethnic entrepreneurs focus on the provision of goods and services to sustain their culture heritage by selling goods from the home country, takeaway restaurants, hairdressing, beauty salons. This is a significant role and impacts upon the location decision is made. Caribbean entrepreneurs take advantage of their social capital by locating in their ethnic markets. Generally, Caribbean entrepreneurs did not feel that they were well supported which was in contrast to Feldman (2001) who examined the entrepreneurial environment in a specific geographic context and not that accessibility of capital to start the venture, social capital that support entrepreneurship and the entrepreneurial capabilities and services that support their venture would be an excellent combination, While both financial capital and social capital such as role models were evident with Caribbean entrepreneurs the research interviews suggested that they did not think that many support services existed for their ventures. What was illuminated during the observations were that many start-ups existed near other start-ups that commenced their businesses prior to theirs. This may be driven by low-cost way of start-up (Kloosterman, 1999). This might also be related to a strategy of learning by location (Maillat, 1995). One example among respondents of the impact of cultural capital was

Respondent 7 who appeared on Dragon's Den, a show that offers support for emerging entrepreneurs. He stated that:

My business presentation embedded my culture and my heritage through my music and my food which I learnt and developed back in Jamaica. I used these in my networking to sell my business to the judges and the rest was history. I got funding and expanded. I became a millionaire.

From the above it is evident that human and cultural capital can play a role in achieving prominence and prosperity of businesses (Bitektine, 2011). Respondent 7 cultural capital is akin to human capital, which involves possession of skills, learning, past experiences, and coaching (Elam, 2008). The human and capital of Respondent 7 were tools used to develop informal ties and strengthen his network and by extension be an asset within his entrepreneurial experience. Analysis of prior literature found that education and knowledge acquisition was an important element in the entrepreneurship process and that process includes the location decision (Minniti & Bygrave, 2001). A higher level of education could be linked to the management skills, experiences and knowledge that may create a pathway to becoming a successful entrepreneur. It is noteworthy that many respondents acknowledged the importance of good quality employees with their business model suggesting that to make their business function effectively was the need for an injection of such forms of human capital.

Another feature that is directly linked to the geographical location of Caribbean entrepreneurs is convenience and cost (Figure 4.4). Geographical positioning may be inextricably linked to Caribbean entrepreneurs based on cost considerations and convenience to their businesses. 15% of the respondents suggested that cost is a major factor in their location decision. While 65% of the respondents felt that their decision was based around the issue of convenience. As one respondent suggested that "my location was based on cost considerations, being financially sensible and convenient in that my customers find it easy to get to my business" (Respondent 13). Another respondent commented that "my location was based on good transport links, ease of access to my premises, close to my customer base. What makes my area

special is the convenience for my customers and me” (Respondent 19). One respondent put a further dimension to the choice of location by suggesting that the location he choose was picturesque. He stated that “the location is very attractive to outsiders, beautiful to look at, and very close to the railway station. The rent in this area is reasonable, with a good customer base’” (Respondent 4). One of the respondents cited that accessibility to my sources of raw materials along with a big market of Caribbean people to tap into were factors that I took into consideration in my location (Respondent 20).

From the comments of Respondents 13, 19, 4 and 20 it seems that convenience has different dimensions. Convenience can link to customers in terms of ease of access through transport links (Ferreeira et al., 2015) as well as the attractiveness of the physical environment. However, convenience could be looked at from the Caribbean entrepreneur’s perspective as access to markets (Dubbin, 1989). The issue of convenience may be interpreted from the views of Respondents 20 remarks as being linked to demand for certain goods and services along ethnic lines as well as access to networks of suppliers (Love & Dickens, 1977).

Yet, another dimension of convenience can be considered is that the geographic location based on Respondent’s 20 remarks, aids the understanding in terms of knowledge and learning that was discussed earlier. For example, through feedback obtained by the respondents when engaging with customers and suppliers what is information exchange synergies (Miles et al., 2005). From the issue of convenience, it can be determined that geographic location is complex and is related to many external factors faced by Caribbean entrepreneurs (Van Dijk & Pellenbarg, 2000).

During the observations at the three businesses, it corroborated what was highlighted in the interviews regarding location in terms of convenience. The observations have revealed that the location of the businesses was very close to the transport networks for ease of access and convenience for customers, support infrastructure, good roads, and easy access to transport facilities such as bus and rail facilitates were evident. This is consistent with the findings of (Arauzo & Manjón, 2004). London is renowned for a world class transport system for getting shoppers to and from in a convenient

fashion. This bears similarity to research by Kupke and Pearce (2000) examination of almost 100 small and medium enterprises (SMEs) in Australia. The survey undertaken by them found the two significant location factors for entrepreneurs were nearest to the central business area and having direct access to infrastructure such as main roads. The Global Entrepreneurship Report (2020) has noted within their framework conditions of entrepreneurship that there must be acceptable and attainable levels infrastructure, including information technology support, good access routes, reasonable priced physical buildings. If these are not in place entrepreneurship cannot thrive. In addition to costs and convenience, using and establishing networking links within the local community were viewed as important by many respondents.

The issue of cost also had an impact on the location decision. One significant cost that was highlighted by the respondents was rent. The cost of rent of Caribbean entrepreneurs has a direct impact on their choice of location. The cost of rent was affected by the respondent's access to finance. The issue here is that the availability of finance affects the affordability of rental and the affordability of rent affects the location of the Caribbean entrepreneurs. Therefore, finance significantly affects where their businesses are located.

Some 90% of the respondents were self-funded, from family, friends, or their own personal savings. This was often very limited capital for investment and by extension restrictions on location given the high cost of rent across London. Some respondents feel that they are socially excluded and it not a level playing field in the society. One of the respondents noted that:

My location is most affordable for me. Banks are just not interested in funding my business and I am not aware of any government financial support. It was a little savings and help from family and friends to get my business going (Respondent 20).

Another respondent asserted that "my decision to run my business from where I am was based on cost considerations. I could not afford the rent of prime business premises along with the current business rates." (Respondent 13). Another respondent said the three things influenced his decision. In his words "I wanted to supply the

needs of the community and in so doing I considered customer convenience and the cost of rent in this area” (Respondent 9).

Respondent’s 20, 13 and 9 all felt that their location decisions were therefore based on minimisation of costs of rent. This is not unusual as research by Dubbin (1989) indicates that any location environment that has favourable inputs for entrepreneurship would encourage start-ups. In the case of the respondents keeping their rental cost low. Rental costs can dictate the choice of location and it could be a major obstacle to the choice of location. To get a sense of some of the barriers to setting up a location in London the research examined the London Annual Business Report (LABS) (2007). This report revealed that the cost of current premises was a major barrier to many businesses and that it was the third major constraint on running businesses. This is consistent with the above respondents in this research.

One possible explanation for the minimisation of cost by Caribbean entrepreneurs might be their target market. The target market is based within the ethnic economy. In this economy the levels of income of many of their customers are low and middle-income earners (Basu, 1991). Hence, Respondent 20 is battling against poor access to credit, poor business location premises, often not well maintained in many instances, restricted customer base and in some instances, crime infested areas (Barret et al., 2001). Decision and persistence to conduct business in such areas might be explained by the availability of a source of income, culture, available support, and a desire to remain in their comfort zone.

In addition to finance issues of location of the business might be viewed as a reaction to issues of racism and marginalisation that Caribbean entrepreneurs face (Ram & Jones, 2006). Many turn to entrepreneurial activity despite the lack of funding opportunities. This is what was suggested by one respondent “there is institutional racism which makes it very difficult to raise finance. It has to do with being black. I still felt that my business was my way out” (Respondent 17). Another respondent used different words but there was also a suggestion of race. He commented that funding was particularly difficult to access. “I think it involves cultural issue meaning my ethnicity, but I keep going” (Respondent 11).

In support of the respondent's position above on finance perusal of one of the documents used in the research, has revealed that the issues of finance that impact on the geographic location of Caribbean migrants, are not new and can be traced back many decades as far back May 2000 . A workshop for African Caribbean businesses in London revealed that access to finance was the major operational issue. This was particularly severe for start-up and those business trying to expand. The Researching African Caribbean Business in London: Final Report (2000), suggested that there was negative stereotyping from banks regarding black people (Table 4.5). The report highlighted that the interview process for loans among black Caribbean was an exercise in 'going through the motions' when in all instances the application would be rejected. The report also highlighted that a major problem for many start-ups of Caribbean entrepreneurs was the general lack of understanding of the various support services that are available to assist the business. Finance and sustained demand remained the biggest issues. These issues are all intertwined as finance is needed to set up in a location and the location is needed to start earning revenue through demand from customers.

It seems then, that the location decision is a complex one intertwined with ethnicity, culture, racism, marginalisation, convenience, personal circumstances and financial considerations by Caribbean entrepreneurs and is reflected in the direction of self-employment based on supplying ethnic goods and services in ethnic markets. The location is predicated on all these factors. The geographic location might also be tied to the issue of networking.

Another feature that is directly linked to the geographic location of Caribbean entrepreneurs is networking. 20% of respondents felt that networking was an important aspect of entrepreneurship (Figure 4.11). One respondent stated that:

A key feature of making my entrepreneurial venture a success is networking. it influenced my location decision. In fact, it is the quality of my networking. It can open doors for me. You got to remember its who you know and who knows you that matters. (Respondent 14).

Another respondent also emphasised the importance of networking by stating:

I found new relationships outside my comfort zone when I appeared on Dragon's Den. I thought it was about accessing finance, but it was much more. What I found was management skills, leadership, strategy, expanded markets facilities and much more. It created a new world for me. It impacted on who I am and where my business is situated today (Respondent 7).

A third respondent pointed out that networking transformed his business entirely include where he chose to operate from. He noted the following:

I operated my photography business from home initially, however at a networking event I linked up with someone who is now my business partner. Once he came onboard things change, Finance, location, markets and profits increased significantly (Respondent 13).

A direct link appears in the case of Respondents 14,7 and 13 above. The above respondents have highlighted the significance of networking as a valuable resource for their location decision. Networking for them has created opportunities for their businesses. It is important to note that he mentions that it is the quality suggesting that respondent 14 felt that some networks are strong, and others are weak. The strong ones allow the respondent to combine his ideas and efforts with the skills of others that adds value to the business (Birley, 1985). Networking therefore brings ideas alive and extend the lifecycle of that idea activating it into motion (Birley, 1985).

From the above view it can be seen how weak ties can be used to transform the entrepreneur from a start-up to a business in the survival mode to one that has grown significantly in terms of revenue and profits.

Thus, informal ties may create a synergy of resources combining entrepreneurial ideas human and social capital with other important resources to transform the idea into significant profit. What was interesting from the above respondents in the study was a connection between weak ties and these respondents. Their businesses have all significantly expanded in terms of markets, revenue, and profits and all correlated with have developed weak ties. It follows that Caribbean entrepreneurs need 'class' as well as 'ethnic' resources such as land and building, education, and technical and

managerial skills (Mulholland, 1997). It follows that they need to pursue 'weak ties' external to diaspora circles and access to a wider market to abscond from the limitations of niche ethnic markets. Thus, new doors are opened creating new and wider range of resources.

Respondents 14, 7 and 13 above views seem to be linked to the theory of weak ties (Granovetter, 1983). All three had interacted and connected with individuals who they did not know. An important element of all three appear to be their ability to come out of their comfort zone. Networking transfers information to create awareness of their businesses and this open doors for resources such as learning, finance expanded markets (Praag & Versloot, 2007). Accordingly, this interaction became a source for the creation of a nexus between social networks that might not normally engage with each other directly. The key point is that the weak ties provide a source of valuable information through feedback mechanism for many Caribbean but as mentioned by Respondent 13 can extend to financial support and increase market share. Taking weak ties further because of Respondent's 13 interaction with this informal network it has created a deeper social structure between both parties' networks. Hence, expanding his access to information. There are two further points to this analysis, it must be noted that prior to linking with his weak tie, Respondent 13 had noted that his business was struggling in terms of revenue and market access. This all changes in a positive direction since his weak tie came onboard. Secondly, it seems that his business gained a significant momentum suggesting that weak ties was akin to a rocket providing thrust for his business much further than his own circles (Granovetter, 1983). Interestingly, what networking with weak ties suggest is an opportunity for ethnic entrepreneurs like Respondent 13 to integrate into the society and give a much wider exposure to him as an entrepreneur. Arguably, he has used his cognitive ability, his habit of mind in his networking drive to expose himself to much wider circles, information flows and the opportunities for his upward mobility (Coser, 1975). What all of this suggest is that there is also fragility in strong ties (Granovetter, 1983).

The above respondents' position seems to be in accord with research undertaken by Dahl and Sorenson (2007) that found that the location decision is restricted by being

connected to areas that they do have strong social relations. Caribbean entrepreneurs are self-employed with small business structures usually focused on niche markets of co-nationals. Therefore, given who they are, and the nature of their market, social connections are important to their location. Sometimes ethnic markets may keep the business in a confined reality.

It seems that the above respondents' perceptions are like the opportunity school of thought, which provides a comprehensive view on networking as an important tool for entrepreneurial opportunity (Hills, Lumpkin, & Singh, 1997). This school establishes that networks bring further business opportunities and make the business more thorough. This idea was supported by the respondents above who found that establishing a business in a specific location presented opportunities to network with their stakeholders.

This highlights the importance that Caribbean entrepreneurs place on networking as a key benefit in the location decision both before and during the activities of the business. Networking it may be argued from the evidence of the data is often enacted on a personal level. Caribbean entrepreneurs tend to locate close to communities where they have social connections.

Another interesting featuring tied the geographic location is the existence of clusters of similar entrepreneurs along lines of ethnicity and culture. One respondent made direct reference to his location being linked to other similar business based on ethnic and cultural lines and this was a factor that drew him to his location. "I wanted to share this market, lots of Caribbean businesses in this area and many Caribbean customers frequent this area and was not worried by competition because my food would be unique" (Respondent 12). Another respondent had also considered existing clusters in his location decision. "When I started in North London, I was attracted by the presence of other Caribbean businesses closely knit together presumably because of the big Caribbean community market close by. That was a key issue for my eventual location in this area" (Respondent 9). One respondent commented that the Spitalfields market in East London is hub of activity for Caribbean businesses.

I feel very strongly about my culture, so it was easy for me to gravitate towards where other businesses in my culture were located. It makes it for me to do business among my people as we support each other and share the benefits of a readily available market of Caribbean customers. (Respondent 1)

Respondents 12, 9 and 1 bear similarity to Porter (1998) view that clusters are like-minded businesses in close geographic proximity to each other and interconnected by shared economic and social ties. The views of these respondents are not surprising as research undertaken by Pennings (1982) suggests that entrepreneurial activity in an area is positively correlated with certain characteristics in a geographic area. Clustering therefore has a well-connected relationship with entrepreneurship (Long & Zhang, 2012).

The observations undertaken corroborated the existence of clusters of Caribbean entrepreneurs. There seem to be a highly concentrated amount in the area visited for the observations. One notable benefit was evident in the form of shared customers linked to the large ethnic communities that shop in this market. This observation not only suggested some degree of clustering but a deep level of engagement with customers and suppliers as a source of information exchange (Johannisson, 2000).

Co-location clusters of Caribbean entrepreneurs were observed in the Brixton Market during the three observations. It appeared that they were all taking advantage of the being in a location made up of similar entrepreneurs of Caribbean heritage. Caribbean businesses are ethnic businesses, and it became clear that these businesses share similar geographic and social context akin to *a united army of soldiers at war*. Solidarity and support for one another. From the observations it seems that there was a spirit of togetherness rather than one of conflict. The Caribbean Entrepreneurs businesses observed seem to base the locations out of a desire to satisfy the needs and appetite of their Caribbean ethnic community. Portes (1995) proposes a similar position.

One of the respondents also cited how culture is linked with clustering locations for entrepreneurs with a similar culture. He noted that:

I built my business as a Carnival costume designer. This was in response to a strong demand for these products at the Notting Hill Carnival. This event provides a friendly, warm atmosphere of a cultural dimension. Although the event is over a few days planning and preparation is all year round. It generates significant income and employment, togetherness. It is really a cultural masterpiece for Caribbean people to show off their heritage not only to their communities but also the wider community (Respondent 11).

The Notting Hill Carnival event which has occurred since 1966 in London. This event which is led by the Caribbean community puts on display the various cultures of the Caribbean and attract hundreds of thousands of revellers in that setting. Many Caribbean entrepreneurs set up businesses including supply chain businesses such as costume production and Carnival events as a direct response to the demand for the cultural goods and services from this event. This event is a significant source of income and employment generation for many within the same ethnicity and culture entertainment for many in the Caribbean community. There is evidence that this event plays an important role in networking, social interactions and creates a sense of belonging and identity. This is not just in Notting Hill, but areas of South London such as Brixton, East London, Spitalfields market and North London Finsbury Park. This is evident in one of the respondent's statement from the Finsbury Park area:

As a Caribbean entrepreneur, I see myself as an ambassador for my Trinidad culture. I am showing off Trinidad cuisine and promoting our traditions not just through food but also by providing a warm, friendly culture and ensuring there is a meeting place for people of a similar culture. It is much more than ordering food and having a meal. It is a place of our togetherness and a place to socialise. (Respondent 20).

Another respondent from Stratford East London has also pointed out that:

My business focuses on culture through food and music. My sauces were handed down by my grandmother and for years I operated in South London and sold my products in Notting Hill Carnival. I have expanded significantly, and I support my people by creating employment opportunities for them at my business outlets (Respondent 7).

Respondent 1 used much less words but nonetheless held a similar view:

My business activities are a centre stage of culture. People come here from both the Caribbean diaspora and non-Caribbean community to experience and enjoy interacting with other Caribbean nationals. It is what we in Trinidad call a “lime”. We talk sports, politics, share information, have a laugh, and talk about life in general.

Respondents 11, 20, 7 and 1 statements are interesting as it aligns with an exploratory study of the event by Taylor et al., (2016) which found some interesting parallels. The study highlighted how networks provide an opportunity to display cultural values, identity continuation of cultural heritage in the community and seek out opportunity. More interestingly the respondents seem to align with the enclave theory (Bonacich & Modell, 1980). The respondents are essentially consolidated spatial locations of London to undertake their entrepreneurial pursuits to achieve economic enhancement (Waldinger et al., 1990). This is because it takes place in a geographic area frequented by people of the same ethnicity and culture and it is a hub for social interaction among Caribbean migrants. There is a demand for ethnic goods and services, and this has created a need and by extension the emergence of businesses to fulfil these needs. Further these businesses were able to source capital to get their venture going. In the enclave there is a readily available supply of labour to support the venture.

What is evident from the above statement is a connection to the Resource-Based Theory. The argument is that the way these entrepreneurs think and operate and make decisions can lead to exclusive ways of social interaction. Ethnic entrepreneurs need resources such as tangible assets, education, skills and culture to play a significant role in their progression (Mulholland, 1997). However, these resources are insufficient. Respondent 11 cited earlier, uses the words *wider community*, which suggest looking for networks, and by extension, opportunities with other people. An important resource for ethnic entrepreneurs is networking, which is a possible source of competitive advantage. It seems reasonable that the views of Respondents 11, 20, 7 and 1 are linked to the weak ties’ theory. Granovetter (1982) suggests that via interaction and networking, entrepreneurs can develop relationships. The strength of the ties can have a major influence on the outcome of the business. Interestingly, experiences of

Respondent 11 and three other respondents have shown that interactions and networks can be a source of developing strong ties from weak ones.

Caribbean entrepreneurs who were outside of the enclave and this has to do with the supply of goods and services that were not ethnic in nature. This suggests a contrast to the ideas of Enclave Theory. Co-location clustering that emerges because of enclaves represents a breeding ground for entrepreneurship. Caribbean entrepreneurs seem to fit in as they are linked together geographically in specific areas because of similar businesses existing historically which can be traced back to the Windrush generation arrival into London. This clustering occurs in response to demand from customers of a Caribbean background linked together by culture. Many possess cultural capital needed for their niche market, have motivations to achieve something for themselves. Their networks spread much further than customers, potential customers, but also include suppliers in their supply chain, government institutions, and financial institutions (Felsenstein, 1994; Arauzo & Viladecans, 2006).

The observations have revealed how many of these entrepreneurs share information seek out advice from each through communication networks, use of similar suppliers of raw materials which provides a level of convenience for their businesses. There were two types of networks available to put resources together for Caribbean entrepreneurs from the research. Their formal networks such as banks, the local council, their accountants on the one hand and the informal networks made up of their family and friends and even complete strangers on the other hand. The co-location suggests “cultural clustering” some degree of clustering in the Brixton market as it provides a platform for new entrants into the market and therefore more opportunities for new entrepreneurs. Caribbean Entrepreneurs in that area seem to share similar customers, information and advice to each other, innovative activities in how they conducted their business and created opportunities for expansion and employment generation for both themselves and other workers (Delgado, 2010). This is not surprising as research undertaken by Pennings (1982) suggests that entrepreneurial activity in an area is positively correlated with certain characteristics in a geographic area. One such characteristic is the proportion of immigrants in that area. According to one respondent:

I was unemployed, and I have good knowledge of this area very well. Lots of Caribbean businesses exist in this market who support each other and there are thousands of Caribbean people that use this facility daily. I started up to provide something different. It provided me with self-employment, along the way I have developed networks with other businesses which has been a great help to improving my business. I felt comfortable here (Respondent 12).

What is suggested here from Respondent 12 is that clusters of Caribbean businesses can create synergies among them such as information exchange (Miles et al., 2005). Further, the fast and effective exchange of information and ideas among similar localised entrepreneurs has shown to improve the performance of the business (Gurrieri, 2013). He is suggesting that his experience is socially linked. It is this social link that creates a pathway for knowledge capture, and distribution and clusters within agglomeration thrive and survive over time by knowledge accumulation (Gurrieri, 2013). Caribbean entrepreneurs within the Brixton market and its periphery have been in existence multi-generational. The research has shown that some of these entrepreneurs use information collected to accumulate many contacts and use them to their advantage (Malecki & Poehling, 1999). One example of information sharing within their clusters evident from the observation is support for each other through the provision of information boards displaying flyers information of cultural events, workshops, and social media of other Caribbean entrepreneurs in London. Thus, their external awareness permits them to take greater advantage of the local environment by knowledge accumulation through gauging what products are in demand, how effective is their customer care, what cultural events are happening and learning from within the cluster. Admittedly, Caribbean entrepreneurs have differences in exploitation of environmental exploitation, and this gives them a source of competitive advantage over others. Research undertaken by Julien et al (1999) sites a similar example. The observations also reveal that in their clusters this was not associated with a hostile environment but was what can be described as a comfort zone, as it can be seen that they were in the same “family” supporting each other in the social sense to discuss challenges, build trust with one another, develop and learn new skills, use mentors discuss issues that collectively affect them. For some it appeared to be a

period of apprenticeship. It is therefore important to recognise the significance of networking to entrepreneurial outcomes. Not only is it a driving force in the location decision of Caribbean entrepreneurs but according to MacMillian (1983) it is the central reason for the success of any entrepreneurial venture.

Another feature directly related to the geographical location of Caribbean entrepreneurs are economic factors. Figure 4.7 demonstrates that 85% of respondents attributed customer demand as one of the factors. On the supply side, 45% of respondents highlighted the cost of materials; and 25% of the respondents identified the availability of a suitable labour supply. One respondent commented on demand by stating that “my location is based on a readily available market and demand for my goods that I trade in. I want to satisfy my customer wants.” (Respondent 9). Another respondent stated that “my location fits into an area where there is a hub of activity not only for Caribbean people needs but also a wider market demand of non-Caribbean customers. This represents an excellent opportunity to put ideas into action to make money.” (Respondent 5).

Respondent 12 commented that “the state of the economy in terms of demand has a significant influence on my business location decision”.

On the supply side several respondents highlighted that their supply was affected the cost of production. The cost of raw materials and availability of labour, in one of the respondent’s words:

In my jewellery business gold and silver is affected by the availability and price. Prices fluctuates quite a bit. This impacts on my supply and obviously the price of my product. I do bespoke products so that further impacts on supply and the selling price. (Respondent 16).

One respondent made mention of the following regarding supply: “my ability to supply is affected by the cost of raw materials used in the design of my costumes for Carnival. This year on year has been increasing” (Respondent 11). While 2 respondents suggested that “raw material prices affected both the prices of bakery products as well as his goods in the sports retail store”.

What is evident from Respondents 9, 5 and on the demand side and respondents 16, 11 and 2 on the supply side are that these economic forces present opportunity, and this directly impacts on the geographic location of these respondents. Demand and supply forces create an opportunity structure that influences entrepreneurial activity (Light & Rosenstein, 1995; Lasselle & McElwee 2016).

Demand and supply from an opportunity perspective brings revenue generation for these entrepreneurs and can be attributed to the profit motive. According to respondent 9 demand drives his entrepreneurial pursuits to set up location of his business near to areas where the demand is concentrated or in response to existing demand. Respondent 13 seems to look at demand from a more macro level a perspective citing the state of the economy suggesting the aggregate demand that exist due to whether the economy is experiencing an upswing or downswing. Either way he is point to demand as providing him with an opportunity to generate income for his business. Supply side is linked to satisfaction of Caribbean customers' needs through mainly ethnic goods again presenting the opportunity to earn an income. This suggest that a market exist all be it niche market (Ram & Jones, 2008).

Respondent 13 is suggesting that the location is again tied to exploitation of opportunity and the profits that results from the exploitation of the opportunity through supply of goods and services. This vigilance to possible opportunities is itself linked to the "spatial positioning" of Caribbean entrepreneurs. Arguably it may be that such spatial positioning is itself a discovery sparked by vigilance to profit making possibilities. (Anderson, 2005). When this interaction occurs over time, they may be attentiveness to opportunities (Kirzner, 1997).

The economic forces of demand and supply resonates with the mixed embeddedness theory Kloosterman et al., (1999) as their conceptualisation encompasses an economic context of ethnic minority entrepreneurship.

Another theory that aligns with the respondent's view is the theory of demand and supply (Marshall, 1890) This is so as demand for and supply of ethnic goods and services. While supply relates to Caribbean entrepreneurs' ability to make the goods and services available. A market price is determined within the ethnic market as a

result. Thus, Caribbean entrepreneurs are influenced in their location decision by economic forces of demand and supply.

At one of the observations in Finsbury Park, London a steady stream could be seen ordering food at a Caribbean takeaway, Roti Joupa (demand). The Caribbean entrepreneur also facilitated that demand through supply of Caribbean foods. Thereby creating a revenue stream for the entrepreneur. The area is surrounded by many communities comprising people from the Caribbean who undertake regular visits to the market and support other businesses such as hair and beauty products, Caribbean convenience stores and food takeaways all within the same area. It was evident that there was a significant demand by Caribbean residents as well as convenience to the customer by having a network of Caribbean businesses all clustered together. At another observation in the Brixton market, it revealed the locations were indeed connected to workings of demand and supply based on opportunity to exploit the market of ethnic and non-ethnic market. Customers demand their goods using their purchasing power and the entrepreneurs met the demand through supply. This interaction is important in the determination of prices in this niche market.

Supporting the observations above is Lloyd and Dicken (1977) who posited that entrepreneurs consider location of their businesses in terms of proximity; they look at the closeness to their customers and their potential markets. Thus, Caribbean entrepreneurs in this instance align with traditional literature on entrepreneurship which focuses on economic objectives historically (Cantillon 1755; Knight, 1921).

When their interaction occurs over time there may attentiveness to opportunities in the geographic region of their choice. This is not surprising as the driving force is restricted by the respondent's belief in creating a business venture linked to their generation of an idea, execution of their skills or launching of a product for a source of income spatially (Birley, 1985). Interestingly 100% of the respondents indicated that they had self-belief in their entrepreneurial pursuits.

It seems that the analysis that the respondents above links with the venture opportunity theory of Entrepreneurship since Caribbean entrepreneurs are seeking out and exploitation of opportunities in both demand and supply (Venkataraman, 1997;

Vogel 2016). Location is also influenced by policy of the government of the country. The following section examines government's policy.

Another feature directly linked the location of Caribbean entrepreneurship is the government's policies (Figure 4.7). The government is a key institution who create policies that influence immigrants' arrivals and the subsequent location of ethnic entrepreneurs' location in the host country. According to the data 55% of the respondents felt that the government impacted on their business activities such as availability of support such as finance and their ability to source suitable locations for their business. Generally, the respondents had a negative view citing that that they have no support from the government. By support they meant financial assistance, concessions in support of their ventures and assistance in their business location. The sentiments expressed seem to be in a negative rather than a positive way. One respondent suggested that "the government charges high taxes and business rates which has a negative impact upon my business cash flows" (Respondent 16). Another was highly critical of the government citing the issue of regeneration in London. He suggested that instead of encouraging Caribbean business their policies did the opposite. He stated that:

Regeneration by the government is crowding out people from my culture. Issues of housing and its affordability is displacing large sections of Caribbean communities out of London. The impact upon my business is negative. My demand for goods has declined as this agenda continues. (Respondent 9).

There was an additional respondent who said:

There are significant regulations, legislation from the central government and high business rates and regulations from the local council and this was having a big impact on my current location. I may have to source an alternative location. It just too costly. (Respondent 2).

A further respondent made his feelings known with the following comment:

We have no support from the government or local authority our business rates are increasing, no parking is available for my customers and there are many homeless

people close to my business. I have reported this matter to the council as it really looks awful around my business, but no action was ever taken by the council. I am thinking of relocating. (Respondent 20).

The above statements suggest that that through the institution of the government, political factors affect their geographic location in one way or the other. Respondent 16 made mention of high taxes and rates presumably at the national level while another respondent 2 made direct reference to concerns about the viability of his location based on council regulations and rates. Respondent 9 seemed concerned that the government's policy was driving him out of his location because of the current regeneration drive was *cleansing* his area of Caribbean people.

The view of Respondent 9 bears some similarity to this March 2020 newspaper article: *Comment: The detrimental effect of gentrification on BAME and migrant communities.* The gist of the article is about the regeneration issue and gentrification, which mostly Black and Ethnic minority (BAME) and migrant communities.

One theory that connects with the perceptions of Respondents 2, 9 and 20, is the mixed embeddedness theory (Kloosterman et al, 1999). These three respondents suggest that there are some inconsistencies in the way government policies are applied to them. They do not always get the support they need. For example, they spoke about the lack of appropriate policies that are in support of their business ventures. The conversations held with the participants suggest that this is the general view held among Caribbean entrepreneurs. Other researchers have reported on a similar situation that has affected Caribbean entrepreneurs for decades (Thomas & Krishnarayan, 1993; Ram & Smallbone, 2003).

Another theory that seems relevant to the above respondents' views is the displacement school of thought. This is so as a key pillar of this school stresses that political displacement occurs when government policies impact negatively restricting some businesses. Further respondent 9 is referring to cultural displacement with the current regeneration policies of the government which is another argument used by this school.

These respondents thought that they had no help from the central government or the local authority in terms of their geographic location or facilitation of their start-ups in terms of finance and support services. One aspect of this school of thought is cultural displacement (Shelton, 2010). Firstly, Caribbean entrepreneurs have suggested that the way the society is structured acts a barrier to them preventing upward progression in the society in the first instance. They feel and experience displacement based on differences in their culture which is completely different from the dominant culture in the Britain. Their version of entrepreneurship is based survival. Caribbean entrepreneurs as survival entrepreneurs tend to locate their businesses in specific areas or location of London. A key feature of such entrepreneurs is a restricted mindset on the expansion of their small business (Macke, 2001; Carter et al. 2004).

The current government policy on location is focused on enterprise zones in specific areas which does not provide support for Caribbean entrepreneurs in London. Arguably the government has set up infrastructural facilities, good roads, transportation system which support all businesses including Caribbean entrepreneurs. During the observation at one business there was evidence of good infrastructure in the form of access to the market, well organised i street food facilities, market traders, a recreation centre, bars and café. This market in this location is managed by the Lambeth Council. Their latest action plan (2018-2023) involves attracting new traders to the market encouraging entrepreneurs to come and set up businesses. There strategic plan includes inclusive growth to bring improvements in the standard of living for the local economy and by extension London. Secondly, promotion of strong and sustainable communities and thirdly, a focus on reducing inequality. What this suggests from the Lambeth Council example is a policy that encourages location of businesses including Caribbean entrepreneurs in that community. The observation at the Brixton market suggests that the location was a good atmosphere for entrepreneurial undertakings, what is emerging from the research is that many of the entrepreneurs may be unaware of programmes and initiatives in place at the local level and national level.

What is becoming evident is a mismatch between the experiences of Caribbean entrepreneurs and what government policy and initiatives are. The government

believes that there are many initiatives to support all businesses while nearly all the respondents believe that they have no assistance from the government. It seems that from analysis of one of the reports in this study entitled Ethnic Minority Business in the UK: A Review of Research and Policy Developments (2009) that it lends support to the experiences of Caribbean entrepreneur's experiences in regard to government assistance. The report made mention of government policy support to ethnic entrepreneurs as disjointed, fragmented, and lacking any meaningful advancement of upward mobility.

Geographical location seems quite relevant to the experiences of Caribbean entrepreneurs and the accounts of respondents aligns with several theories from the literature. At core of many of the arguments raised above on geographical positioning is necessity theory. This is so because of the many challenges they face within their migrant and cultural context is driven by their need to survive. The following table illustrates one of the themes of the research comparing the themes from literature with the themes from the findings.

TABLE 5.1: THEMES FROM THE LITERATURE REVIEW AND FINDINGS WITH THE GAPS

Topic /section in the literature review- Chapter 2	Themes from the literature	Themes from the findings in chapters 5
Geographic Location	Entrepreneurial Practice Cost Profitability	Knowledge and learning From the literature reviewed this theme was not given much attention. Linked to location. (Expanded in chapter 5).

	<p>Personality</p> <p>Culture</p> <p>Ethnicity</p> <p>Displacement</p>	<p><i>Ethnicity</i> linked to Necessity/Circumstances.</p> <p>(Extended - Caribbean entrepreneurial experiences).</p> <p>Entrepreneurial location by ethnic orientation. (Expanded in chapter 5).</p> <p><i>Migration and Culture</i> linked to geographic location-Notting Hill Carnival and other festivals as a means for transformation including Its about how that passion works in that Caribbean culture. Promotion of culture and social capital(Focused in chapter 5).</p>
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5.3 Conclusion

This chapter provided an analysis of one of the themes, geographical location of Caribbean entrepreneurs in London. Closely tied to geographical positioning of Caribbean entrepreneurs is necessity theory. The need to survive is dire and emerges

out of necessity. Necessity connects with many other features in the geographical location process. One of the features directly connected to the geographic location is opportunity and its relationship to independence. Learning and knowledge was also directly linked to the geographic location. The chapter also addressed how feedback relates to the geographic location. It then looked at how culture, displacement and marginalisation was intertwined with the geographic location. It also considered clustering and networking relationship with the geographic location. Capital and ethnicity were then considered. This was followed by its link to ethnicity and how economic factors and government policies also contributed to the geographic location.

Chapter 6

Scrutinising Conceptions of Entrepreneurship

6.1 Introduction

The main thrust of this study is entrepreneurship, a concept that is as complex as it is universal. To make sense of this complexity, this chapter puts the spotlight on participants' descriptions, explanations, and interpretations of entrepreneurship. Like the previous chapter, it discusses and analyses the findings collected from the semi-structured interviews, which were structured to address the objectives and the research questions that influenced the study. The analysis makes mention of the similarities and differences from participants' responses that are related to the theories, concepts and previous research work from the literature that was reviewed. Several topical ideas, which all bear semblance to how entrepreneurship is conceptualised, are used to present the chapter. The first subtopic is risk taking.

6.2 Conceptions of Entrepreneurship

The data from Figure 4.11 has shown that 30% of respondents cited risk-taking as an element of entrepreneurship. Risk taking for the respondents comprises many elements such as independence, finance, strategy, location, and economics. The respondents below made the direct responses to the question how would you explain entrepreneurship? One of them linked their explanation of entrepreneurship to risk taking by stating "I see risk as a part of the process of gaining independence and gaining an economic climate for yourself" (Respondent 19).

Another respondent put it a different way but seem to be focusing risk-taking by stating that "I see business as a game involving gambling. You invest and you may win or lose. This process is filled with probability and uncertainty, and I am willing to take that chance" (Respondent 9). A further respondent also suggested the idea of game by stating that "it is about preparing for the worse and hoping for the best. It is like a game of chess" (Respondent 16).

One respondent also took another dimension on how risk-taking was connected to entrepreneurship by stating that:

I think uncertainty in the economy exist due to Brexit. Demand is a big issue for me it fluctuates and can impact on my revenue. The cost of raw materials and equipment keep rising and this creates further risks (Respondent 15).

The views of respondent's 19, 9, 16 and 15 on risks are not new and can be traced back to (Cantillon 1755; Knight, 1921). The risk taking cited by the respondents is thus embedded in the entrepreneurship process (Kanbur, 1982; Timmons 1994; Chen et al., 1998; Feng & Rauch, 2015).

Respondent 19 is suggesting risk taking, a key feature of entrepreneurs, as this is an outcome of setting up his own undertaking to achieve his independence (Van Geleren & Jansen, 2006; Kerr et al., 2018). Respondent's 9 took a different position on risk and so it as akin to a game of gambling which involves risks. Interestingly in games there are winners and losers and uncertainty as to the outcome. This view bears similarity to the idea that entrepreneurship is akin to a game (Dimov, 2020). What respondent 9 is really suggesting is that entrepreneurship involves many games being played at the same time in different segments of the marketplace. The games being played are made up of many different players who choose to enter in different games in the market. This is a complex process and dynamic in nature to bring their contributions which will determine whether they have a winning or losing outcome. One risk taking issue faced by respondent 9 is the deciding on the geographic location (Malecki & Poehling, 1999). In the games being played is akin to a continuum, changing over time with constant alterations linked to financial social, political, economic and location uncertainties. In support of respondent's 9 view was respondent 16 who likened entrepreneurship to a game of chess. He suggested a cognitive positioning by suggesting that you should think about best and worse outcomes. These two respondents' views suggest strategic risk is involved in their conceptualisation of entrepreneurship (Kanbur, 1982; Miller, 1983). Respondent 15 also identified economic risk as connected with entrepreneurship. This relates to the academic literature as there is a view that economic risks such as demand, price of

raw material and assets are all central to entrepreneurship (Everett & Watson, 1988). At one of the observations at respondent 5 it was evident that the business had taken on substantial risks. His business decisions involve financial risks, from investments in assets in terms of kitchen equipment to operational risks in terms of the purchase of inventory, payment of staff wages and bills for utilities such as electric and gas. The nature of this business naturally brings strategic risk as the food business is very volatile due to competition failure of the objectives of the business. There was also economic risk due to fluctuations in demand from his customers.

Another sub-topic identified from the data on the conceptualisation of entrepreneurship is opportunity (Figure 4.11). All the respondents saw entrepreneurship to exploit opportunity. Opportunity in this study emerged from a two-dimensional perspective. It took the form of a cognitive dimension of the entrepreneurs and an external dimension, opportunities that are out there. It may take the form of fulfilling customer needs for ethnic goods, seizing of an appropriate location, income generation, a chance to become independent, transforming ideas into action, knowledge generation, marketing of ideas, management. One respondent said that “at the centre of my business is a focus on vision to see opportunities and creativity this is what makes me stand out. Entrepreneurship is about seizing a proper location and providing a quality service platform” (Respondent 1). Another respondent stated that:

My entrepreneurial response is based on customer demand, I am reacting to customer demand for my goods and services. In so doing I create employment for others while facing my competitors in my industry. My aim is to make a significant profit for myself (Respondent 11).

A further respondent suggested that perhaps sums it up entrepreneurship as follows “I take a long-term view as an entrepreneur. It is an opportunity to deliver goods and services to mankind and mentally believe that every opportunity brings challenges and must have solutions” (Respondent 15). A different view was provided when a respondent suggested that entrepreneurship “involves promoting my country local cuisine and culture. My style involves a warm friendly atmosphere where people of similar culture can meet” (Respondent 20). Such was the variations in responses on

the issue of opportunity there are other responses worthy of mention. One of the respondents suggested that saw entrepreneurship as “a process involving knowledge acquisition” (Respondent 2). Another highlighted that it is “a process of idea generation and marketing the ideas” (Respondent 10). While another suggested that “entrepreneurship is about using management skills to start a business or the use of specialist expertise” (Respondent 11).

Respondent's 1 has focused his conceptualisation of entrepreneurship on opportunities and creativity and seizing a proper location. This is interesting as it aligns with views of some scholars in the academic literature (Casson, 1982; Zhao, 2005; Pennings 1982; Malecki, 2009; Veeraraghavan, 2009). Respondent's 11 view on the other hand, looks at entrepreneurship from an economic context, which is based on customer demand and profit making. This is not a new or even a detached opinion. As far back as the 1970s, Kirzner (1973) made a similar point, which was supported by works of Kalra (2000), Zhou (2004) and Borooah & Hart (1999). Respondent's 15 views entrepreneurship from a supply side perspective suggesting opportunity to bring goods and services to customers (Thornton, 1999; Dimov 2020). Respondent's 20 ties his conceptualisation of entrepreneurship to culture, promoting ethnic goods and services and aligning with people of a similar culture. The Notting Hill carnival is a unique example of tapping into opportunities created by this festival. Caribbean entrepreneurs see and exploit opportunities through costume making, food and beverage and events management as a direct result of this. Further it is a means of bring their community together, an opportunity to network with people of a similar culture. This is consistent with the views of entrepreneurship and how it can relate to culture through the supply of ethnic goods and services in the literature (Bonacich & Modell, 1980; Aldrich et al., 1985; Zhou, 2004; Wishart 2010). Interestingly, respondent 2 tied his view on entrepreneurship to acquiring knowledge suggesting that learning is embedded in entrepreneurship. Entrepreneurs need human capital to exploit opportunities (Marvel, 2013). Knowledge acquisition is an essential element in entrepreneurship as their actions are based toward finding solutions to problems (Capello, 1999). Respondent 12 suggested that entrepreneurship was tied to the construction of ideas cognitively rather than something that is out there waiting to be

exploited. This view bears similarity to Casson (1982) view that opportunity is about imagination and speculation. Respondent 2 also aligns entrepreneurship to marketing suggested it is a critical capability (Carson et al., 1995). Respondent 11 took a different position and links his conceptualisation of entrepreneurship to management. Entrepreneurship from a management perspective involves co-ordination of resources. Management's skills, it is asserted is a crucial element of the entrepreneurial process because opportunities are more likely to be discovered. (Carter et al., 2015).

The respondents' views on the nexus between opportunity and entrepreneurship have linked several useful theories in the literature. Caribbean entrepreneurs, like many other entrepreneurs' act as agents of the economy engaging with the forces of demand and supply. They receive signals of demand from customers for goods and services and supply the goods and services for a given price. The supply provides opportunities for employment. This is reflective in the theory of demand and supply (Kirzner, 1973). The respondent's views are also connected to the venture opportunity school of thought (Vogel, 2017). This is so because the respondents have articulated both endogenous and exogenous circumstances that presents opportunities to be exploited and to which they can add value. Another theory that aligns with the Caribbean entrepreneurs' views on opportunity is enclave theory. Caribbean entrepreneurs' businesses are generally based on the demand for ethnic goods and services based on their customer's hunger (Portes, 1995). An important way of looking at opportunity from the statements of the respondents above is through social construction. Conceptually, opportunity involves the interplay of relationships with people, language, various institutions, and physical objects by contrast to the cognitive interpretations of the respondents. As such opportunity manifest itself through various relationships (Katz & Steyaert, 2004). To take the point further, when the respondents above highlight various aspects of opportunity, they are in fact asserting that there a multitude of areas that reflect what opportunity is made up of. These include their ties, their experiences, their exchange of their thinking with others, knowledge acquisition and learning from others (Shane & Venkataraman, 2003). To put it another way the respondents, seem to align opportunity emerging out of cultural, social and the

geographical environment which forms the basis of their activities (Bouchikhi, 1993). In this sense social construction provides a useful way of explaining opportunity from the point of view of the responses. It is not the individual that matters but the social context and human relations that really generated opportunity (Hall, 1997). It is their experiences lived and social existence that the respondents construct with the use of language that is opportunity (Berger & Luckmann, 1966; Denzin, 1997; Dimov, 2020). Opportunity then from a Caribbean entrepreneur's perspective is the combination of the respondent's cognition are orchestrated with their social embeddedness, experiences cultural orientations and language (Chell 2000; Dodd, 2002).

Entrepreneurs are more likely to possess personality traits than non-entrepreneurs. Several personality traits emerged in this study. One of which was determination. 55% of the respondents felt that determination was an important feature that they possessed. Determination seems to be the fuel that often drives entrepreneurship process with these respondents. It was connected to cognitive abilities, hunger, inherent quality, market strategy and learning. The determination of the respondents appears to relate to both internal and external factors. One respondent felt that "my entrepreneurial ability is tied to my determination to succeed. I am a courageous individual, dedicated to my goals, very committed and carry an independent state of mind" (Respondent 12). While another used determination in different words and that the key features for him were set out in the following words "I believe that my vision is important, hunger, desire, good knowledge" (Respondent 4). While a further respondent identified determination among several features of entrepreneurship in the following statement "I possess vision, patience, determination, perseverance, listening skills and an attitude to learning and managing change" (Respondent 11). A respondent also highlighted the significance of determination by expression the following view "dedication, passion, vigilance, discipline, desire to expand and the ability to keep learning" (Respondent 9). Determination was also linked from an external dimension by this respondent who mentioned that entrepreneurship "is about using a strategic approach to move into markets and emerging markets with a key feature being determination" (Respondent 13).

Determination based on the views of the respondents above seems multifaceted in nature. Respondent's 12 tied determination to success courage and goals which shows some similarities to the need for achievement and its correlation with successful entrepreneurs (McClelland, 1987; Timmons (1994). Respondent 4 portraits determination with different use of words hunger suggesting willpower is what drives him (McClelland, 1987). Respondent 11 also sees determination as a possession suggested it is something within. Interestingly respondent 9 tied determination with passion suggesting an emotional element to it. The evidence from the literature supports this as can be related to the degree of persistence and determination (Murnieks, & Mosakowski, 2016). Respondent 13 on the other hand uses determination from an external perspective when proceeding into markets and emerging markets. This suggest that determination could be linked to socio-political factors and economic factors (Landstrom,1999).

It is not surprising that determination was identified by Caribbean entrepreneurs since it is linked in the literature with the need for achievement (McClelland, 1987). Caribbean entrepreneurs might have highlighted determination as a trait as they may have an inner desire to pursue challenging goals and acquire new skills. This can be used as a good indicator of their start-up decision and their achieving successful ventures (Timmons, 1994; Frank et al., 2007).

The respondent's views above focus on determination which has been identified in the literature as one of the traits possessed by successful entrepreneurs. There is a view that to understand entrepreneurship involves understanding the entrepreneur. An analogy reinforces the point. To truly understand the dance, one must understand the dancer, they both go together. Determination highlighted by the respondents connects with the entrepreneurial traits school of thought in the literature. This is prevalent to entrepreneurs that have been successful (Shiver & Scott, 1991; Mitchell et. al, 2004; Hoang & Gimeni, 2010). Therefore, if determination is part of a successful entrepreneur and the entrepreneur is part of entrepreneurship, the determination is no doubt inextricably linked to the phenomenon of entrepreneurship.

An additional trait directly linked to entrepreneurship, as noted in Figure 4.11, is independence. 25% of the respondents felt that independence is what motivated them to pursue entrepreneurship. Independence for Caribbean entrepreneurs has many sub-themes. Interestingly while 25% desired independence. A desire to be one's own boss, is one sub-theme. Another sub-theme is the financial incentive. A further sub-theme is linked to ethnicity and culture. A further sub-theme is linked to racism and discrimination. One of the asserted that "as an entrepreneur I see myself as an independent minded person in that I have a preference to work for myself" (Respondents 12). Another respondent on the other hand suggested that she sees an entrepreneur as "a spirit of wanting to be independent so that you can create an economic climate" (Respondent 19). Independence was also on the mind of this respondent when he stated that:

My view of an entrepreneur is someone who creates a path to independence based on transformation of ideas to create a strong community spirit. I do what I do in my business to reflect my support for my Caribbean community (Respondent 5).

One view of independence related to setting yourself free. In the view of this respondent, he felt that "it is all about the confidence to go and find your own freedom. I have experience institutional racism because of my ethnicity, these obstacles kept me focused on wanting to be independent" (Respondent 16).

Respondent 12 links his independence to wanted to being motivated to become his own boss. This not surprising as research has shown that many entrepreneurs have a strong desire to be their own boss and therefore be in control of their destiny. Respondent 12 is being pulled into being his own boss (Borooah & Hart, 1999; Van Gelderen & Jansen, 2006). Respondent 12 also alluded to that independence as originating in his mind suggesting its link to cognitive intentions. Respondent 19 looked at independence in a different way, focusing on the financial side of it, his use of *creating an economic climate* was his motivation. This connects in the literature with the research that shows independence brings financial autonomy for individuals (Carland, and Carland 1995; Carter et al., 2003). Respondent 5 seem to suggest that independence was related to his culture. It is noteworthy that from the literature

surveyed found a cultural dimension to independence trait of the entrepreneur (Davidsson, 1995; Mueller & Thomas, 2001; Williams & McGuire, 2010). Respondent 16 had an entirely different view suggest that he was pushed into independence because of negative issues of racism and ethnicity. These issues clearly have driven this respondent towards independence (Breugh, 1999; Mueller & Thomas, 2001).

Independence can also be linked to several theories from the literature. The respondents desire for entrepreneurship arose out of a desire for Independence either because of being pushed or pulled into their own venture due to issues such as income, barriers to employment, ethnicity, and discrimination. This aligns with push and pull theory and Structuralist Theory (Borooah & Hart, 1999; Hammarstedt, 2001; Razin 2002). Independence like many of the features of entrepreneurship is not disconnected but is connected to risk, culture, opportunity, innovation and creativity and profits (Borooah & Hart, 1999; Hammarstedt, 2001; Van Geleren & Jansen, 2006; Hessel et al., 2008). It may be argued that independence sought by Caribbean entrepreneurs is linked to the displacement school of thought in that these entrepreneurs assert that given differences in the culture and economic circumstances they have experienced both cultural and economic displacement Shelton (2010; Kuratko 2017)

An additional trait that is directly linked to Caribbean entrepreneurship was passion as per Figure 4.11. 50% of the respondents felt that entrepreneurship was about passion. Passion is conjoined with emotions, culture, cognition, self-belief, risk-taking and the business venture itself. Passion might have emerged as it is an important driver of entrepreneurial endeavours. As one respondent noted “entrepreneurship is an expression of passion, love for your ideas and undertakings which brings back money in return” (Respondent 8). It is worth recalling the words of another respondent views who stated that:

Entrepreneurship is all about passion and hard work. Every time I failed the message that resonated from my potential venture investors was that I was not good enough. I used my enthusiasm as a selling point on Dragon’s Den 2 investors really liked my pitch and invested in my product (Respondent 7). Another respondent felt very strongly

about passion by stating “a key part of entrepreneurship is passion. If you enjoy what you do it makes it so much easier” (Respondent 4).

Respondent 8 links passion with love for what you do suggesting that it is tied to an emotional state. Interestingly the word expression also suggest it is cognitive in origin and expresses itself outwards. Respondent 7 is that passion can drive you forward to achieve your goals and can be a support mechanism when challenges occur (Bird, 1989). Using the word enthusiasm, he is suggesting that passion is an outward action of inspiration and determination in his activities (Murnieks, & Mosakowski, 2016). It links with another feature, determination (Smilor, 1997).

The observations of all three entrepreneurs found visual evidence in support of passion through the determination, effort and drive of the entrepreneurs observed. Observation of passion is perhaps the most observable aspect of entrepreneurship (Smilor, 1997). The passion and love for what they do was obvious. Whether it was engaging with customers, suppliers, and employees you could see that there was a high level of enthusiasm and drive.

The observation at Fish Wings and Tings were revealing in terms of passion. It was evident that passion was driving the actions and emotions of entrepreneurs. The owner seems to enjoy what he does. Sometimes when the business was extremely busy it seems that their actions were done with fun, energy. In many ways it seems that human capital is an important driver of entrepreneurship. There seems to be good communication, good listening, evidence of experience built up, and strong relationship with customers and suppliers. Observations also revealed strong-willed individuals with personalities with a winning mentality manifesting itself with their determination. Whether it was multitasking, problem solving, dealing with customer complaints communicating positive feelings, the degree of energy or putting in very long hours it was evident that passion and love for what they do was an important part of the process of Caribbean entrepreneurship. This suggest that it emerges out of love for what they do (Vallerand et al., 2003). One observable issue with the entrepreneurs was the use of feedback from their customers and this also links with passion. Passion

is given more potency when entrepreneurs are open-minded and has an acceptance to feedback given in the business (Warnick et al., 2018).

It seems that passion emerges out of the cognitive abilities of these entrepreneurs and it is largely the result of their emotional response. This is linked to the attachment between the Caribbean entrepreneurs and their culture. These intertwined forces act together as a driving force for several of the entrepreneurial actions found in the research such as determination, learning, risk-taking, networking and innovation. The issue of their very survival can be linked to their passion. As respondent 8 noted passion is love for what you do. This is what can be termed strong emotional reactions (Cardon et al., 2005). Respondent 7 on the other hand calls it enthusiasm. Arguably it might be both.

Caribbean entrepreneurs refer to passion as something ongoing suggesting it endures over time through enthusiasm. Passion was certainly evident in entrepreneurial behaviour of the observed entrepreneurs through emotional vigour, thrust and grit (Smilor, 1997; Cardon et al., 2005). This suggests that if passion is linked to emotion and it is a trait, emotions would be linked to cognition. Taking this further, passion might be viewed as a resource, a powerful intangible resource, as per resource-based theory, and when these entrepreneurs add other resources, they have created the necessary ingredients for entrepreneurial success. If entrepreneurial failure is attributed to the deficiencies with entrepreneurs, then it stands to reason those achievements must also be linked to the entrepreneurs. That achievement in this research is linked to their emotions, passion, and culture. Emotions for then might be considered positive where it is linked to achievement or negative were linked to the fear of failure. Passion alleviates fear and drives achievement. The argument here is that passion might also be driven by the venture itself undertaken by these entrepreneurs which is reflective in their energy and drive. In effect therefore passion is an interplay an internal and an external manifestation through cognition, emotion, cultural attributes, and the venture undertaken.

The data have also revealed the locus of control was another trait possessed by Caribbean entrepreneurs (Figure 4.11). 19 out of 20 respondents desired to have

control over what they do. This is not surprising as 19 out of 20 respondents sought self-employment and 5 out of the 20 respondents also suggesting the need for independence. Control has several sub-themes as it is linked to cognition and self-belief, achieving success and a cultural dimension. One of the respondents felt that control was important as you oversee your own future. He stated *that* “entrepreneurship is way to organise yourself to feed yourself. It is about taking charge of your own destiny. You fly your own flag and that gives you peace of mind” (Respondent 4). An alternative view was provided by another respondent who suggested that “entrepreneurship is about self-control and control of my business” (Respondent 9). A third respondent felt that it is about “exercising control over your affairs so that a spirit of independence is achieved and creating an economic climate for yourself” (Respondent 19). Respondent 4 perspective is that control is significant to direct your path. Reference to *flying your own flag* is an indicator of directing yourself, location decisions and strategic direction of the business, financial decisions, and overall influence on the venture (McClelland, 1987). It is akin to identifying with your own brand. Interestingly, Respondent 4 aligned control with peace of mind. This suggests that control over your own business might be linked to an entrepreneurial trait through a strong mindset and that trait is also satisfied cognitively (Virtanen, 1997). Respondent’s 9 position was different but also excites curiosity. He sees control from a discipline point of view using *self-control* in his comment. In he is to find his own freedom his journey also involves self-discipline. The other aspect of control over the business brings for him autonomy and freedom, flexibility, independence, responsibility, and accountability to know one but himself (Breugh, 1999). Respondent’s 19 used interesting word referring to a spirit of independence suggesting she has an attitude that leads to your own self-determination. Further she emphasises that control over her affairs brings with its opportunity to accrue income generation for herself (Carland, & Carland, 1995). It seems that from the comments of respondents 4, 9 and 19 the complex nature of entrepreneurship is evident. For instance, control is intertwined with cognition, opportunity, risk, independence, and traits. The respondents focus on control may be linked to the entrepreneurial traits school of thought in the literature. Their personality as entrepreneurs may have a strong desire for an internal locus of control (Kerr et al., 2018). It is well documented

that some cultures are more prone to a strong locust of control (Mueller & Thomas, 2001). This might be the case with the Caribbean entrepreneurs above. What makes control a likely trait of these respondents is that when compared to non-entrepreneurs the locust of control is greater for entrepreneurs (Rauch & Frese, 2000).

Drawing on the observations undertaken it was evident that the entrepreneur's actions displayed control was synonymous with directing their affairs. At Roti Joupa (Box 4.1), the owner exercised control through his operations, business location and layout and management strategies. It seems that this entrepreneur thrives on being in control. Yet it involves a complex web of social interactions defined by their culture (Lindgren & Packendorff, 2003) He would constantly issue instructions to his staff, engage with customers, and attend to his suppliers. The entrepreneur's actions were akin to a principal conductor of an orchestra as he was the one that was visibly in charge of the business. It was a similar situation at the other two businesses visited Fish, Wings and Tings and The Fisherman and the Friend where the entrepreneurs displayed control of their business through their words and their actions. Caribbean entrepreneurship then is conceptualised from the traits they possess and use to their advantage.

A further feature directly linked to entrepreneurship is innovation as revealed in (Figure 4.11) 35% of the respondents identified innovation and creativity in their conceptualisation of entrepreneurship. Innovation took a variety of shapes and forms for the respondents. Innovation and creativity work together in the entrepreneurship process. Innovation and creativity may be linked to a product or service, innovation linked to skills, cultural, cognitive ability, and survival. One view on innovation was based on the actions that are taken was mentioned by this respondent who stated that:

We started off as a very small institution in South London and today we have expanded to become a very large financial institution. At the very heart of what we do is creativity and innovation (Respondent 19).

Another respondent suggested that an alternative view on innovation by stating that "My business thrives on innovation. It is what my customers want. Therefore, I must

come up with new ideas. So, I integrate my skills and culture with the market needs to create new products'' (Respondent 11).

A different view was provided by this respondent who stated that:

At the end of the day, it is all about satisfying demand for people from a similar culture, I felt that there was a need for a Caribbean bakery to supply our Caribbean delicacies. Although there are many bakeries none seen to have what I produce. I pride myself on creativity (Respondent 9).

One other respondent had a very interesting take on innovation and stated that "It involves arming yourself with tools of imagination and creativity" (Respondent 16).

Respondent's 19 seems to focus on innovation and creativity at the core of her business. This suggests that creativity and innovation is important her business, financial services. It appears that from words of this respondent that it is embedded in the culture of the business. This is view is not new as it relates to the views of Schumpeter (1912) conceives the entrepreneur as an agent of both innovation, and creativity. Respondent's 19 use of creativity suggest that she is thinking of new ideas, *creativity* and about creating something that was non-existent and creating some value to the society thus seizing an opportunity *innovation* (Johnson 2001). Respondent 11 had a different view on innovation suggesting innovation is what makes his business prosper but also that culture and human capital contribute to his innovation. Respondent 11 has extensive training and experience in graphic design and costume production. This is an interesting view suggesting that innovation occurs when it relates to many other factors. The literature supports the view of respondent 11 as Zhao (2005) highlights a positive relationship between the entrepreneur and innovation, which plays a role in the prosperity and growth of a business. Further respondent's 9 and 11 views on culture also shows a connection between innovation and culture (Herbig et al., 1994). Added to respondent's 11 use of innovation connection to human capital is connected in the literature (Glynn & Lounsbury 2005). Respondent's 9 has focused on creativity in his product which is based on the supply of ethnic goods. What is evident from this respondent is another type of innovation, product innovation (Cooper, 1998). Further, in the view of respondent 9 it seems that

there is social innovation. He seems focused on creating differentiated products to meet the needs a segment of the society, Caribbean customers, suggesting that their needs can better be meet using his cultural approach or that their needs will be inadequately met by existing businesses (Drucker, 1994). This also suggest that there is some level of innovation evident in the statement of respondent 9. Taking a similar product or service to address market needs and using ideas to capture opportunity and create uniqueness (Johnson, 2001; Zhao, 2005).

The observation at one of the Caribbean entrepreneurs seems to support the view of respondent 9. It has revealed activities at the business premises to create an atmosphere of uniqueness in terms of service delivery. The owner seems to have original ideas in his provision of service to his customers through the creation of a type of *cultural ambience*. He designed his business layout to make his business look like home away from home. For his wider network of customers this seem a welcomed strategy, something different, attractive, appealing, and relaxing. It appeared from the observation that his product though similar with competitors was different through uniqueness of the taste of the food on sale. This is a form of product innovation. The focus was also on strong social and cultural relationships in the business. Culture appeared embedded in business operations. There was Caribbean music playing in the background including calypso, steelpan and reggae music which created a relaxing and comfortable atmosphere. It was clear from the ethnicities of customers ordering from the business, that the entrepreneur was exploiting an opportunity with innovation to supply a targeted market This is tantamount to process innovation (Cooper, 1998).

Respondent 16 view on creativity as a tool that he can arm himself with suggesting that it comprises several elements. A cognitive element and the ability to use or implement into his strategy. The literature is related to respondent's 16 view as there are two central ideas to strategy the formulation and execution which both need innovation (Klein et al, 2012). A school of thought that aligns with the views of the respondents above on innovation and creativity is the strategic formulation school of thought as it aligns with the use of creativity (Klein et al, 2012).

Knowledge and learning as per Figure 4.11, were also directly connected to entrepreneurship in this research. 60% of respondents felt that entrepreneurship was connected to knowledge and learning. Knowledge and learning have different subthemes. One theme is market awareness, another theme focused on strategy and skills, opportunity, and survival theme. One respondent summed it up nicely by stating that “I like to formalise my approach, you got to carefully study your market, acquire knowledge, learn every day, know what you want to deliver very well” (Respondent 4). Another respondent put it a different way by stating that entrepreneurship is “about having a knowledge-based strategy which involves ensuring you have the right set of skills for you undertaking” (Respondent 17). One respondent shared his experience on the entrepreneurial process through learning by declaring that “entrepreneurship involves educating yourself and learning as you go alone. It is about tapping into opportunity and survival” (Respondent 20). Another perspective was revealed by a respondent who said “It is a process of curiosity and learning. My style is about filling in the missing gap in the market” (Respondent 3). Respondent’s 3 and 4 focused on knowledge and learning to aid their understanding of the market to gain insights into the right products and services suggesting a link to opportunity (Daft & Weick, 1984; Berglund et al., 2007). Respondent’s 17 and 20 views acknowledged a different way suggesting help with his strategy and skills development. and learning may lead to new discoveries of products for her business (Busenitz & Barney, 1997). Knowledge and learning connect with the opportunity school of thought (Vogel, 2017) in the literature as the respondents mentioned above is partly about experimentation and exploitation. Based on the interview data and the observations conducted it is not inconceivable to argue that learning and knowledge are intangible resources or asset that these entrepreneurs use to improve their business processes, differentiation of their products or develop a competitive advantage through meeting the demands of customers.

There are other reasons why knowledge and learning might have emerged from this research with such a high percentage among Caribbean entrepreneurs. Firstly, learning must have taken place to exploit opportunities linked to the venture undertaken, this is called venture learning (Berglund et al., 2007). In starting up their

businesses they would have spotted opportunities, undertaken activities to launch, coordinate and preside over the business. Therefore, there must have been some exploratory and exploitative learning both to explore and exploit the opportunity process (Alvarez & Busenitz 2001; Choi & Shepherd, 2004). There are other types of learning that may have occurred with Caribbean entrepreneurs. The entrepreneur himself would have experienced individual learning. Respondent 9 refers to a process of self-development in the undertaking of entrepreneurship. Many of the Caribbean entrepreneurs refer to their learning by doing which involves getting things right at times as well as getting things wrong (Cope, 2003). Their learning may have come from past experiences of doing business (Lamont, 1972). One view that reflects this was pointed out in the view of a respondent “I believe that entrepreneurship is about the accumulation of experiences in the profession. Experience gained and from your ups and downs in doing business” (Respondent 2).

Positive and negative learning experiences (Minniti & Bygrave, 2001) are seen to be linked to respondents' views. When Caribbean entrepreneurs engage in their day-to-day activities it may have also reflected learning vicariously, stimulating their use of the imagination in that their daily transactions creates associations, and an interplay with other entrepreneurs in the market allowing for practices and experiences to be acquired (Lévesque et al., 2009). Once a new venture is undertaken the entrepreneurs would experience learning from the venture itself (Ravasi & Turati, 2005). The venture opportunity school of thought places emphasis on learning as a key tool in the entrepreneurial process (Vogel 2017). The Caribbean entrepreneurs' views mentioned earlier, are about trying to capture how to best to fulfil their customer needs by a trial-and-error learning this is one type of learning (Corbett, 2005). It seems from the data that learning presents an opportunity to construct a clearer picture of what their businesses should be like going forward regarding customer niche, needs, resources needed, strategy and core competences (Abell, 1980). There is thus a difference between the vicarious learning which is internal to Caribbean entrepreneurs' mindset and trial and error learning which embodies their actions and interaction with customers to determine product market fit.

According to one of the documents analysed in this study, the lack of knowledge is a major hurdle faced by ethnic entrepreneurs. The Institute of Directors commissioned survey (2018) on ethnic entrepreneurs in the Britain found that 38% of the respondents saw knowledge as a major obstacle that they faced. The report cited that there was a lack of awareness by participants of both government and non-government schemes that could support their entrepreneurial venture. This view was also supported by the African Caribbean Business study (2000) which highlighted that access to information was a major problem and there is a need to enhance the flow of information within African and Caribbean businesses. Drawing on data from focus groups and interviews conducted in London the report highlighted several areas where this was evident. These included funding alternatives, knowledge of contracts awarded by public bodies and even networking information within its own communities. There seems to be a major difference between knowledge and learning with Caribbean entrepreneurs as compared to a survey conducted by the Global Entrepreneurship Monitor (GEM) (2020). What is interesting is that knowledge and learning with Caribbean entrepreneurs seems to be a rather informal process when compared to the (GEM) framework conditions which provides for a formal process to entrepreneurship. This report pointed to government entrepreneurship programmes to develop learning and education, entrepreneurship education programmes at secondary schools and post-secondary programmes at colleges and universities. This suggest that the entrepreneurship knowledge might be built from both dimensions, a natural process based on self-development and a *man-made* process. Learning and knowledge are important and helps with the cultivation of innovation within the entrepreneurship realm (Busenitz & Barney, 1997). The following will consider innovation which came up as another pathway with Caribbean entrepreneurship.

Intertwined with learning and knowledge is customer feedback. Customer feedback. 80% of the respondents asserted that feedback was the mechanism used for learning and knowledge. It focused on what was being done well and what was not being done well and om making improvements to their businesses. This was also used to take corrective action. One respondent summed it up by stating that “feedback helps me to measure my performance and more importantly take corrective action where

needed. Therefore, I see education and learning as a part of my self-development” (Respondent 9).

Another respondent used different words but showed that feedback was an important part of knowledge and learning stating that “in my business feedback is critical. It can change policy. We take feedback from customers and come up with action plans. Decisions are then taken to correct matters. It really all about a process learning” (Respondent 15).

A different view was suggested by this respondent who pointed out that “I want to hear both the positives and negatives occurring in my business. This is important for testimonials and improvements, staff training and learning” (Respondent 4).

Respondent’s 9, 15 and 4 statements above suggest that feedback is being used as tool to acquire information, develop important skills and as a mechanism of control in their business. The literature gives instances of feedback as a mechanism for acquiring knowledge and learning (Daft & Weick, 1984). Further it seems that feedback is important to drive the performance of their businesses (Ashford, 1986; Anseel et al., 2011). The respondents can benchmark how well they are achieving their objectives and more importantly new strategies as respondent 15 said *action plans* (Ashford & Cummings, 1983).

The observations undertaken provided support for feedback as a mechanism for knowledge and learning in entrepreneurship. The observations of the three Caribbean entrepreneurs seem to suggest that feedback is indeed a mechanism for learning and knowledge acquisition. In undertaking the observations there were several instances of the entrepreneur’s engagement through verbal communication with their customers and taking on board the information from them. This does seem to suggest that it was being used as tool for learning and knowledge acquisition. Sometimes there was communication involving asking questions, on other occasions feedback was simply provided by customers without asking. Another key attribute was the importance placed on listening to customers during interaction. This feedback would be about the quality of the product or service as remarks were made such as *this taste is awesome*, or *I love this* or *even the waiting time is ridiculous*.

It is conceivable that feedback received by the respondents above may be linked to the resource-based theory (Alvarez & Busenitz, 2001). This is so as it aids their understanding of learning and knowledge and how their goods and services are coordinated to create heterogeneity. Essentially, making goods and services different in terms of product and service differentiation through its attractiveness to the market that they are targeting.

It is through learning that many skills of the entrepreneur are developed and even mastered. Many of the Caribbean entrepreneurs felt that some of the key learning skills included networking people skills, marketing, time management, negotiating skills, listening skills, managing complex situations (Berglund et al., 2007).

Networking was another feature directly relates to entrepreneurship from this research. 20% of the respondents felt that that networking was a key part of entrepreneurship. Networking has various sub-themes. It relates to the phenomenon of opportunity. It is also related to skills development. Networking also relates to market expansion and growth. It also relates to access to finance, learning and knowledge acquisition. There is also a cultural dimension to networking. One of the respondents commented on networking by stating that:

Entrepreneurship involves building strong communication and networks with others. It opens doors for me. Yes, I mean more opportunities people get to know me and I them. I learn from others. In fact, I currently have a mentor who is helping me develop further on the social and financial side, the soft skills such as communication skills. I also received an injection of capital. This cannot happen if you try to go it alone. I feel strongly about networking in terms of building my brand (Respondent 7).

Another respondent expressed his thoughts on networking by stating that:

My accounting business started with no substantial capital. I am a Chartered Certified Accountant. My business grew overtime to be very successful. My family supported me financially and with my work ethic. I felt that networking was an instrumental part of this. In fact, not just the networking but the quality of your networking. This open doors for me and created increased revenue and profit, I am passionate about this. It

involves thinking outside the box. You would be surprised to know that without this you get stuck in the middle. With networking you can earn while you are asleep. I must go on if I may, I am the first black president of the Association of Accounting Technicians (AAT) a well-known and established accountancy body and this was largely due to my establishing strong networking which increased my visibility and grew my business. I am also a board member of the biggest black Credit Union in London. I used all these things to my advantage and to where I am today. (Respondent 4).

A third respondent also mentioned the significance of networking by communicating that “I am big on networking in my culture. I guess because of the nature of my business which is culture based. Notting Hill carnival is a big market for costumes both off the shelf and bespoke packages” (Respondent 11).

Respondent 7 focused on how networking plays a key role in the creation of opportunities by social links. This is line with research that points to activated social processes through networks (Drakopoulou-Dodd et al., 2006). Respondent 7 highlighted that he was able to use his networks to raise finance for his business) Evident from the literature suggest that networking may be an attempt to secure resources held by other to enhance entrepreneurial effectiveness (Slotte-Kock & Coviello, 2010). Networking for respondent 7 seem connected to a social procedure involving management and coordination of resources to equip him with significance, a sense of belonging and resources of all types (Jack, Anderson, & Drakopoulou-Dodd, 2008). Further, respondent 7 made mention of developing skills through networking and having mentors. This suggest that networking is important to learning and knowledge acquisition. As suggested by Minitti (2005) entrepreneurs can learn from being attentive and observant to other entrepreneurs. In the case of respondent 7 his networks were strengthened through his appearance on Dragon’s Den to source capital. What is interesting is the development of strong ties from weak ones (Granovetter, 1983).

Respondent 4 seem to support the views of respondent 7 but also linked networking with the growth and expansion of his businesses which bears similarity to the accumulation of social capital (Bourdieu, 1986). Respondent 7 views also suggest that

networking has allowed him to climb the social ladder and creates opportunities for upward mobility (Coser, 1975). Respondent 11 linked networking to his culture due to the nature of his product. Being close to his culture provides an ethnic based demand and a market that might have monopolistic features since it requires ethnic skills to produce culturally based costumes (Jones & McEvoy, 1986; Johannisson & Mønsted, 1997). Respondent's 7, 4 and 11 views seem to align with several theories highlighted in the literature. One theory related to their views on networking is the venture opportunity school of thought (McMullen & Shepherd, 2006). The respondents have highlighted networking as both connected to both endogenous and exogenous factors. In the sense that it requires a degree of cognitive reasoning and consideration, endogenous, and making external links with people, exogenous. Their focus on learning and knowledge acquisition through networking sits well within this school of thought. Further networking appears to be a resource waiting to be exploited by the respondents. This suggest that it is linked to strategic formulation school of thought (Kuratko, 2017). The respondents use of the imaginative ability and links with people are a key part of their approach to networking and is of strategic significance to them. The acknowledgement that networks are also built far and wide also connects with weak ties theory. There is no doubt that the weak ties theory Granovetter (1983) is relevant. The weak ties provided these respondents with skills in finance, management, opportunity experience, learning, innovation new ideas, markets, and further networks. A link can be established with the theory of capital (Bourdieu, 1986). The respondents contend that social capital and wealth can be accumulated from networking and establishing relationships in the social sphere. Their connection to social fraternity benefits accrue capital both personal and synergistic based on their responses. (Bowey & Easton, 2007; Miller et al., 2007).

Culture is also directly linked to Caribbean entrepreneurship. Culture is in all aspects of life and with Caribbean entrepreneurs it is no different. Figure 4.11 has shown that 5 of the respondents felt that culture was a feature of their conceptualisation of entrepreneurship. The concept of culture is multi-dimensional and a feature of all societies. Culture was intertwined with the location decision, supply of ethnic goods and services, independence, economic factors of demand and supply and opportunity.

Caribbean entrepreneurs are no different. One the respondents asserted that “my location is driven by the big Caribbean community that is in proximity. I aim to meet demand for goods through my bakery and sports goods store” (Respondent 9). A similar view was expressed on by another who suggested that “my location is central and easily accessible to a large Caribbean community that is in nearby satisfying their desire for good Caribbean food. I feel like I am an ambassador for my country” (Respondent 20).

An alternative point of view on culture was pointed out by a further respondent who suggested that “culture is centre stage since I see my business as a meeting place for Caribbean people’ I provide both alcoholic and non-alcoholic drinks” (Respondent 1).

Respondent’s 9, 20 seem to focus on one aspect of culture, that is food. Certain types of food are embedded in the traditions of Caribbean people and through their entrepreneurial venture they focus on the supply of such ethnic foods (Wishart, 2010). Ethnic foods are not widely available to be supplied by all entrepreneurs. As such foods that are culture based is a mechanism to *crowd out* entrepreneurs that are not part of that culture. This allows Caribbean entrepreneurs to have access to their own niche market (Ward, 1987).

Respondent 1 focuses on another aspect of Caribbean people traditions by supplying alcoholic drinks. Alcoholic consumption is a part of the daily of Caribbean people and respondent’s 1 awareness of this aspect of culture creates an opportunity for him. The sale of non-alcoholic beverages was also a strategy employed by this respondent presumably to capture a wider market outside of his culture. Since some non-ethnic customers may not consume alcoholic drinks. The idea of culture being centre stage is interesting as it suggests that business is generated through its use as a meeting place for people of similar ethnicity to socialise with strong ties and feel home away from home. (Granovetter, 1973).

The observations of the three entrepreneurs seem to corroborate the views of respondents 9, 20 and 1 above as all three businesses seem to have a cultural stance. The foods and drinks on sale were mainly ethnic goods and interestingly other aspects of culture were evident. There was a focus on cultural music being played during the

observations. Music is important to Caribbean people way of life in terms of entertainment and to relax and express their freedom and happiness. It is interesting to note that all three respondents above are consistent with the view of Ram and Jones (1998) as they are all concentrated in an industry, food, and beverage. Another is based on the demand for ethnic food by Caribbean immigrants. Thirdly, there is relative ease of entry into this industry as an opportunity for self-employment (Rath & Kloosterman, 2000). All of this is a direct result of the Windrush migrants who sort to integrate into their new home through setting up the Notting Hill carnival as a means of bringing their Caribbean community together. This created entrepreneurial supply chain opportunities which exist up today. Cultural theory is therefore useful to explain Caribbean entrepreneurship as they use their traditions and ethnic traits as the basis for their businesses.

A feature that is directly linked to entrepreneurship relates to being both owner and manager of the venture. Figure 4.11 shows that 19 of the 20 respondents have business organizations that they own and manage. The 19 businesses were made up of self-employed individuals who operate as sole traders and limited companies. There are a variety of reasons that are attributed to self-employment by these entrepreneurs. The notion of independence and the benefits it brings would be considered as an importance reason. This is not surprising as 19 out of the 20 respondents have expressed control as a reason for pursuing entrepreneurship. An additional 5 respondents also wanted independence as a reason for pursuing entrepreneurship. Caribbean entrepreneurs are ethnic entrepreneurs, and the nature of ethnic entrepreneurs revolves around owner and manager of their own ventures (Zhou, 2004; Barret et al., 1996). Owner and manager for these respondents also suggest that they are their own bosses and oversee management and the strategic direction of the business. The respondents are essentially enclave entrepreneurs who are bordered similar ethnicity, similar social structures and common locations which dictates the self-employment (Zhou, 2004). Further they are embedded in what is termed an ethnic economy which is characterized by self-employment (Bonacich & Modell, 1980; Light & Gold, 2000). Further self-employment for these respondents is a direct reaction to being pushed based on structural barriers that exist in London such as racism,

discrimination, and lack of employment opportunity. One respondent highlighted the following “I would not ever approach a bank because there is institutional racism, it has to do with ethnicity and race”. It has been suggested that barriers to the language of the host country and impairment of human capital also drives these respondents to seek self-employment. (Mata & Pendakur, 1999). This links with the ideas of middleman minority theory and disadvantaged theory as self-employment comes out of being marginalised, lacking opportunities and racism.

It is possible that the use of self-employment might also be a route to employment and open doors to upward social mobility and economic freedom (Light et al, 1994; Portes and Zhou, 1992). As one of the respondents asserted “entrepreneurship is about getting the confidence to find your own freedom” (Respondent 16). Caribbean entrepreneurs self-employed businesses might also be connected to government’s migration policy as well as small business development policy. The point here is that these migrant entrepreneurs’ opportunities for self-employment is linked to the government’s policies that supports or opposes migration into the Britain. Further the extent of government support for small business and specifically ethnic minority business will determine the level of self-employed owner and manager businesses (Zhou, 2004).

A feature also linked to entrepreneurship is teamworking. Figure 4.11 highlights that 5 of the respondents linked teamworking to their conceptualisation of entrepreneurship. A respondent expressed his thoughts on teamworking by stating “it is about building strong interpersonal relationships with my team” (Respondent 8) The other four respondents choose to identify teamworking as a key feature of entrepreneurship but did not offer any explanation on why they thought so. What is suggested by his statement is recognition of social skills in his business. These include communication, listening and speaking with each other which helps in building strong relationships at work. Essentially respondent 5 is referring that it is important to ensure good productivity at work.

The literature seems very sparse on teamworking relevance towards entrepreneurship. However, teamworking seems relevant as *no man or woman is an*

island unto himself or herself. Respondent's 5 might have also believed that to achieve his objectives, he must hone the team skills together. After all, entrepreneurship is a social process through which they build their business (Sarasvathy, 2004). This ensures a support infrastructure that encourages co-operation and co-ordination of the business processes. Respondent 5 might have considered the importance of teamworking as a source of motivation for his employees. Further teamworking develops a sense of responsibility among his staff for their duties. Teamworking encourages trust for each other. Importantly, teamworking often brings new ideas and a variety of viewpoints in problem solving. Further teamworking allows for new employees in his business to undergo apprenticeship training and gain experience at work. It might also be a source of innovation for respondent 5.

In addition to the features of entrepreneurship some of the respondent sought to give their conceptualisations of entrepreneurs by making direct reference to the meaning of the phenomenon. One view was that entrepreneurship is a "process involving become a servant of people and survival skills". This conceptualisation of entrepreneurship is interesting as it refers to the word process suggesting that entrepreneurship is a complex process intertwined with a number of actions, physical and cognitive intended to create or develop something (Pettigrew, 1997; Aldrich, 2000) such as idea generation, social interaction, networking, opportunity creation, risk taking. (Granovetter, 1985; Carland, et al., 1995 Shane & Venkataraman, 2000). Further that process also involves an economic and institution dimension in its process (Kloosterman et al., 1998). The respondent also mentioned survival skills in his conceptualisation of entrepreneurship. These include the management skills such as planning, organisation control and decision making but also people skills and personal skills such as communication, learning and knowledge, finance (Mulholland, 1997; Kitching et al., 2009). This is crucial as to survive Caribbean entrepreneurs need class skills along with ethnic resources (Mulholland, 1997). Another point of view was advanced by a respondent on entrepreneurship, she commented that it as "A spirit of wanting to be independent and creation of an economic climate for yourself". This respondent choice of words suggests a connection of entrepreneurship to the personality traits of the entrepreneur. Independence is the desire for freedom and to

direct one's own path (Borooah & Hart, 1999). Aligned with independence is determination and control of your entrepreneurial path (Timmons 1994; Kessler et al., 2012). The respondent also suggested that the financial aspect was also important suggesting that entrepreneurs are motivated by creating a source of income or the profit motive (Casson, 1982). The essence of this respondent's position is that entrepreneurship is embedded in both personality and profits. A third respondent seem to take a different position on the conceptualisation suggesting that it is "the process of translating the needs of the market and responding to it". This view suggests that entrepreneurship is driven by demand for goods and services, and it is about spotting opportunities to be exploited. There are two links to theory here: one to supply and demand (Kirzner, 1973); and the other to demand that creates an opportunity structure to be exploited Shane & Venkataraman (2000). Further that opportunity involves bring good, services and idea to the market and be a winner in the game. (Dimov, 2020).

Responding to that opportunity involves making decision regarding the location of the business (Ferreira et al., 2010). It also involves considering financial resources, innovation, taking marketing activities and management activities (Chen et al., 1998). The use of the word process by the respondent also suggest that opportunity is not a one-off event but an on-going process but part of an unfinished game which is characterised by winners and losers (Dimov 2020). An additional respondent refers to entrepreneurship as "a process of finding freedom". This view is fraught with many interpretations. Freedom for this can be thought of as doing what he wants, without the shackles of accountability to someone else; and therefore, one can make decisions on objectives that are based on their own approaches, which allows flexibility in terms of and be flexible with time management (Breaugh, 1999). Ownership and control, with complete autonomy of business, fit with many this respondent's desires for freedom. Freedom also comes from his self-employment which open doors to upward social mobility and economic freedom (Portes and Zhou, 1992; Light et al, 1994). Two respondents aligned entrepreneurship with emotions of love and enthusiasm. One comment that entrepreneurship *is* "all about passion and money". The other stated that its "A long-term process involving passion, hard work and learning from failure". The first has suggested that passion relates to an emotional state, and this is what

drives his entrepreneurial pursuits. This respondent's view seems to align with some researchers view that passion is pivotal to entrepreneurship (Cardon, 2008; Klaukien & Patzelt, 2008; Chen et al., 2009; Klaukien & Breugst, 2009). The respondent's point out that the focal point of passions is love suggesting passion in the various activities in the entrepreneurial process Vallerand et al., 2003). This respondent also made mention of money. He is suggesting that money is needed to invest in the business. Money is need for activities such as investment in assets operational activities such as rent, inventory, wages, and utilities (Kuratko, 2017). Money also restricts the ability of entrepreneurs to not only expand but also the very survival of their business venture (Brown & Earle, 2015). The other respondent also mentioned passion but focused on entrepreneurship as a process over a long period of time. Process suggests that several activities are involved in entrepreneurship which takes place over a period (Kerr, Kerr & Xu 2017). This respondent also aligns entrepreneurship with learning from failure (Minniti & Bygrave, 2001). This is interesting as learning from failure is often repetitive, active, full of passion, experimental and exploratory (Corbett, 2005; Dimov, 2007a; McGrath & MacMillan, 2000). It should also be noted that the respondent also focused on *hard work*, which points to a significant amount of effort both physically and mentally on the part of the respondent in the process involved. (Willerding et al., 2012).

Another respondent felt that entrepreneurship was about "a process of transforming an idea into actions successfully." There are two issues involve in this respondent's conceptualisation. Firstly, idea generation emerges out of cognitive ability effectively imagination of an idea (Gaddefors & Anderson, 2017). That idea may also be based on something out there waiting to be exploited (Davidsson, 2015; McMullen & Shepherd, 2006). Transformation also suggests several processes that needs to be co-ordinated to achieve the intended outcomes (Drucker (1985). The respondents' use of transformation is interesting as this often takes place through cultivating abilities, learning, social networks, and innovative processes (Randle et al., 2014).

An additional respondent suggested that entrepreneurship is "a way of organising yourself to feed yourself and earn even while you are sleeping". It seems from his response that he is suggesting that entrepreneurship is based on management.

Management is about organization, but the use of the word organising suggests a multi-dimensional view. These may include elements of planning directing, controlling and co-ordinating resources to achieve an income. This respondent's view is well supported in the literature as managements skills are a crucial element of the entrepreneurial process (Carter et al., 2015). Management has many perspectives and includes a focus on strategic, financial, risk, social and time perspectives. (Gartner, 1990; Chen et al 1998; Kloosterman et al., 1998 Dogan, 2015). Interestingly, the respondent noted that entrepreneurship brings earnings while not even engaged in entrepreneurial activity. This view suggests that once his business is set up and well organised the entrepreneur may be able to put in less time in the business and earn while doing nothing. It is the ownership and control that are important the business can have employees to get on with its day-to-day tasks.

One other respondent suggested that entrepreneurship "is a process of risk taking". This is not surprising as this view aligns with the literature that risk taking is a key element of the process of entrepreneurship (Rumelt, 1987; Carland, et al., 1995; Busenit & Barney, 1997; Feng & Rauch, 2015). The respondent is suggesting that the premium for risk-taking is profit and self-achievement. It is akin to a game of chance with many players and risk-taking as one of the conditions in the game. In this game there will be many winners and losers in that game (Dimov, 2020). It is an ongoing, unfinished game What was evident from the various respondents is that the conceptualisation of entrepreneurship has a variety of views that entrepreneurship is constructed cognitively and by the social interactions of the respondents.

Several respondents suggested that their conceptualisation of entrepreneurship was therefore linked to several ingredients rather than any one ingredient using the word process by several respondents. The Global Entrepreneurship Monitor (GEM) (2019-2020) views entrepreneurship as "the processes of enterprise creation and business development — in contributing to economic growth". Their view of entrepreneurship argues that it is intertwined in several different context. A social context, an economic context, a cultural context, and a political context. It stands to reason that there must also be a geographic context which is made up of its own distinctive social, cultural economic and political features. Further this report asserts that enterprise creation

must be related to taking advantage of opportunities, use of knowledge and skills, individual attributes to drive the business venture. A report presented to the House of Lords select committee on the European Union on entrepreneurship was the green paper: Entrepreneurship in Europe (2003) defined entrepreneurship as “the mindset and process by which an individual or group identifies and successfully exploits a new idea or opportunity” (pp.5).

These reports support the findings of the interviews as they suggest that opportunity, innovation a desire for growth, learning, procedures, practices, and risk taking are necessary ingredients. The researcher uses an analogy of the human body to help in the conceptualisation of Caribbean entrepreneurship. The human body is made up of several complex interconnected systems such as the nervous, the circulatory system, the muscular system, the renal and urinary system. These systems all work together within the human body to ensure it works well. Caribbean entrepreneurship is no different as it is made up many complex integrated systems. The head which represents the nervous system is akin to entrepreneurial traits and the cognitive process of the entrepreneur. Akin to systems above is systems of innovation and risk taking both important elements in Caribbean entrepreneurs. Opportunity seeking and networking are also important systems for its effective functionality. The human body also has a shape and in the case of Caribbean entrepreneurs it is shaped by cultural and social context, political context, historical context, and the geographic context. It becomes evident that Caribbean entrepreneurs is shaped by language and time and like the human body it therefore has a lifecycle. A starting point journey and an end point. Just as the human body has organs Caribbean entrepreneurs ‘organs’ are the actions and procedures needed to facilitate the process of entrepreneurship. These include marketing, customer care and finance and learning It stands to reason that entrepreneurship is a complex process that is made up of many interdependent systems working together to facilitate transactions to achieve the goals of the entrepreneur.

When we use the term Caribbean entrepreneurship, we are not just trying to make sense of entrepreneurship but focusing on a specific group of immigrant entrepreneurs. One can ascribe that data collected on Caribbean entrepreneurship to

what can be described a sort of codification lexicon (Stevenson et al., 1990; Gedeon, 2010). The data on entrepreneurial activity from a Caribbean perspective has answered the question of *what* in entrepreneurship, that is, entrepreneurial actions based on seeking out profits. This is consistent with economic theories. Then examination of the personalities of the entrepreneurs has revealed the *who* of entrepreneurship. That is a range of personality traits of Caribbean entrepreneurs including the skills and qualities of these individuals who were analysed. A third focus of addressing Caribbean entrepreneurship was based on the *how* of entrepreneurship. Caribbean entrepreneurship focused on the execution of their goods and services within their own geographic context creating value and meeting the needs of their customers. Further the data has led to the *why* of entrepreneurship. Here the focus was on the reasons for entrepreneurship and includes reference to ethnic theories, traits, economic theory, locus of control, survival, and the need for achievement among the main issues. Entrepreneurship in the Caribbean context has addressed the *when*. This focuses on the stages of appearance of the business. Generally, the data suggest start-ups, as well as transformation for a few of the businesses. Another important question addressed is the *where* of entrepreneurship. The research has revealed that the geographic environment and all its components has influenced entrepreneurship process and consequentially the markets and its social context in which they operate. The research therefore suggest that Caribbean entrepreneurship can be perceived from multiple dimensions to aid a more meaningful understanding of who they are. Caribbean entrepreneurs based on this research can be described as having several perspectives. It may be necessity entrepreneurship, start-up entrepreneurship, minority entrepreneurship, emergent entrepreneurship, cultural entrepreneurship, nascent entrepreneurship, grassroot entrepreneurship, post-code entrepreneurship and perhaps may be described as survival entrepreneurship.

These perspectives have helped to put the nature of these entrepreneurs into a clear perspective. Therefore. when we talk about Caribbean entrepreneurs these are the things that we are talking about a multi-faceted phenomenon (Gedeon, 2010). The scope and interpretation of entrepreneurship is so wide in terms of its conceptualisation that according to a report from the Global Entrepreneurship Monitor

(GEM) (2020) entrepreneurship is viewed as any effort at starting new business including self-employment and business expansion with social and cultural foundations. This suggest that entrepreneurship is about action but encompasses much more. Entrepreneurship according to GEM framework conditions is constructed from several conditions. This is all consistent with the conceptualisation of entrepreneurship from the Caribbean perspective. What is evident from the GEM conditions is the significance of geography, finance, knowledge, and culture in the shaping of entrepreneurship.

A look at the contrast between Caribbean entrepreneurship and native Britain entrepreneurship, exposes some interesting differences (Table 4.5).

One of the respondents mentioned: “I had no business plans, cashflow projections, cost benefit analysis when my business was in its start-up phase. I just got on with it selling at the Notting Hill Carnival celebrations” (Respondent 7).

Another respondent stated: “I started with nothing not even a capital and found my way as I went along. My first income was my capital” (Respondent 4).

Another suggested: “we use a welcoming friendly informal atmosphere where my customers feel comfortable” (Respondent 14).

Respondent 7 suggests a very casual approach to entrepreneurship. The typical things that would be done in planning were all absent. This is reflective of the historical nature of Caribbean entrepreneurship. Born out of survival from the plantation economies and having a designed and structure of systems of education in the Caribbean which was more focused on advancement of employees rather than that of an entrepreneurial class focused on innovation, learning and the willingness to take risks has evolved to the practice of having a very informal approach (Lashley, 2012; Minto-Coy & Berman 2018). For them, entrepreneurship *just begins* in many instances with nothing. They enter the game and may not be even aware or understand the rules of the game.

Drawing on the observations (Box 4.1) undertaken, there was also evidence of a very casual approach evidence of many “*cash in hand*” transactions which is reflective of

the informal nature of the way things are done. There is evidence in the literature also supports this view as research has shown the existence of an underground informal economy among ethnic entrepreneurs which accounted for 7% of Gross Domestic Product (GDP). To add to this there is the concern with high levels of dodging of rules and regulations and underdeclared earnings to the tax authorities (Williams, 2006)

This might be so as the sectors in which Caribbean entrepreneurs operate is characterised by low level of margins has encourage wages of below minimum wage as a means of managing its costs. Minimum wage legislation is often breached in such circumstances. Respondent 14 refers to an informal environment suggesting that entrepreneurship in the Caribbean context is rather casual.

With the host country, non-migrant entrepreneurship by contrast, involves a significant amount of planning, having detailed business plans from the beginning. For example, plans for financial matters, marketing, and entrepreneurship training, a more formal process.

Another noticeable difference between Caribbean entrepreneurship and non-migrant entrepreneurship has to do with the location context. There is substantial evidence of Caribbean entrepreneurs highly concentrated in specific geographical areas of London closely tied to the Caribbean communities. “my location is driven by the big Caribbean community that is in proximity. I aim to meet demand for goods through my bakery and sports goods store” (Respondent 9). A similar view was expressed on by another respondent who suggested that “my location is central and easily accessible to a large Caribbean community that is in nearby satisfying their desire for good Caribbean food. I feel like I am an ambassador for my country” (Respondent 20).

Both respondents above have highlighted that their location was generally attributed to their communities suggesting that their culture was an important factor (Portes, 1995; Ram & Jones 2008). While non-migrant entrepreneurship has a much more pervasive location context across London and may not be specifically culture related.

A further difference has to do with demand and the supply of ethnic goods and services particularly related to certain industries. One respondent suggested that “the demand

from customers impacted in his choice of location my culture at its centre stage since I see my business as a meeting place for Caribbean people” (Respondent 1). Another respondent stated “that my location was based demand for ethnic goods and services” (Respondent 9). Both respondents above asserted that demand from customers drove their location. Industries such as food and beverage, catering, construction, hair and beauty products and clothing (Kirzner, 1979; Kloosterman, et al., 1998). It is not just about the respondents focus on supply, but ethnic entrepreneurs focus on the provision of goods and services to sustain their culture heritage by selling goods from the home country (Eckstein & Nguyen, 2011). On the other hand, native Britain entrepreneurship has a much broader range of goods and services and a wider range of industries such as finance and technology.

It is acknowledged that the issue of finance remains a challenge for all businesses. However, with Caribbean entrepreneurs they face even more challenges regarding access to finance. As one respondent put it:

My location is most affordable for me. Banks are just not interested in funding my business and I am not aware of any government financial support. It was a little savings and help from family and friends to get my business going (Respondent 20).

A further respondent also raised concern regarding finance by stating that “there is institutional racism which makes it very difficult to raise finance. It has to do with being black. I still felt that my business was my way out” (Respondent 17).

The issues of finance and discrimination as raised by respondent 17 are not new and there is evidence in the literature around the challenges of ethnic minority entrepreneurs facing significant challenges such as discrimination and inequality of treatment (Jones et al., 1992; Ram & Jones, 1998). Several studies have also chronicled the challenges encountered in raising finance by ethnic entrepreneurs from banks and other financial institutions (Alexander-Moore, 1991; Barrett, 1999; Ram et al., 2002). The Institute of Directors report (2018) has also highlighted that access to finance is extremely challenging for ethnic migrant entrepreneurs. They found that 37% of those financed their businesses with their own funds. Added to this is the issue of not being able to import their credit history from the home country. Non-migrant

entrepreneurs, on the other hand, do not seem to face the same challenges when it comes to raising finance as they in many instances have a credit history and can access financial schemes by the government open to Britain citizens.

Relevant to the contrast is the fact that Caribbean entrepreneurs have migrated into the Britain or are descendants of migrants. One respondent noted that “I migrated from Jamaica many years ago looking for better opportunities. I found the Britain different, and people here also found me different” (Respondent 7). Another respondent stated that “I came from Trinidad and Tobago over 20 years ago. I had no idea what to do so I became self-employed as a graphic designer and costume maker” (Respondent 11) A third respondent pointed out that “I came from Guyana as a teenager and always wanted to have my own business following on from my family back home” (Respondent 15).

Respondent’s 7, 11 and 15 all migrated from the Caribbean. They bring with them their culture, language, and traditions. This creates challenges for them arriving in the Britain. There have been documented experiences of a host of problems including language and cultural differences and by extension social exclusion in the host (Bonacich, 1973; Morokvasic, 1993; Azmat, 2013). Non -Migrant entrepreneurs do not face these problems as they are indigenous to the host country.

Caribbean migrant entrepreneurs are characterised by their culture, heritage and traditions as compared to mainstream entrepreneurship and this is reflected in their entrepreneurial pursuits. Their gains have been marked from the geographical proximity of their customers along with loyalty on ethnic lines. (Ram & Jones, 2008). The point here is that non-migrant entrepreneurship does also have a culture, but that culture does not play a very significant a role in shaping their entrepreneurial undertaking and experiences.

Caribbean migrants have a greater propensity towards self-employment than their mainstream counterparts. The reasons have included lack of opportunities, cultural factors, marginalisation, and racism. The following respondents all focused on self-employment for different reasons:

I was unemployed, and I have good knowledge of this area very well. Lots of Caribbean businesses exist in this market who support each other and there are thousands of Caribbean people that use this facility daily. I started up to provide something different. It provided me with self-employment, along the way I have developed networks with other businesses which has been a great help to improving my business. I felt comfortable here (Respondent 12).

Another respondent stated that:

I always wanted to run my own business. I guess it is in my DNA, I came from Guyana and my ancestors ran their own business in that country. I wanted to be my own boss, so it is part of our way of life. I developed the tricks of the trade from them (Respondent 15).

An additional respondent pointed out that “there is institutional racism which makes it very difficult to raise finance. It has to do with being black. I still felt that my business was my way out” (Respondent 17).

All three respondents above were drawn into self-employment for different reasons. Evidence from prior research has shown that ethnic migrants have a greater propensity to self-employment as a direct result of exclusion from the host country employment market (Ram & Jones, 2009).

Caribbean entrepreneurs seem to have sole access to ethnic resources which is embedded within the ethnic economy and is not accessible to mainstream entrepreneurs. These included low-cost labour sources, devoted ethnic customers and enclaves of similar entrepreneurs. These resources are accessible on by virtue of being an insider and because of homogeneous identity. Hence the so-called ethnic resources were indicated of social networks in ethnic economies (Light & Bonacich, 1988; Waldinger, 1990). A theory that seems to align with the view of respondent 12 above is the disadvantaged theory in that the respondent has been put into a situation that is detrimental to him for by lack of employment opportunities and has turned to entrepreneurship through self-employment as a way of dealing with his circumstances.

Regarding policy Caribbean entrepreneurs face policies that are fragmented and reactionary in nature. These entrepreneurs are given special attention by policy makers as a reaction to events that led to disruption in the society. For example, when the Briton riots occurred in the 1980's A report led by Lord Scarman made the case for the advancement of entrepreneurship as a tool for social inclusion of the disadvantaged and ethnic minorities. Without such motivational events there is no policies geared specifically to Caribbean entrepreneurs. Non-migrant entrepreneurs have a wider range of policies to support them.

Finally, Caribbean entrepreneurship is centred around specific industries, for example, food and beverage retailing, art and craft, hair and beauty, small retail shops, entertainment, textiles, construction on a small scale and service sectors. There were no technology-based entrepreneurs or manufacturing type businesses and just 10% have finance related businesses while mainstream entrepreneurship is much wider and includes finance, technology, manufacturing type businesses.

The following table highlights the key themes from the literature and the themes from the current chapter:

TABLE 6.1: THEMES FROM THE LITERATURE REVIEW AND FINDINGS WITH THE GAPS

Topic /section in the literature review- Chapter 6	Themes from the literature	Themes from the findings in Chapter 6 (expansion of the literature)
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<p>Scrutinising conceptions of Entrepreneurship</p>	<p>Personality Traits</p> <p>Opportunity</p> <p>Innovation and Creativity</p> <p>Risk Taking</p> <p>Learning and Education</p> <p>Networking</p> <p>Ethnicity and Culture</p> <p>Economics</p> <p>Self-Employment</p> <p>Social Mobility</p> <p>Strategy</p> <p>Environment</p> <p>Finance</p> <p>Displacement/Necessity</p> <p>Push and Pull factors</p>	<p>Migration and Culture:</p> <p>-via migrant experiences</p> <p>-links with culture</p> <p>-Festivals such as Notting Hill carnival and its related supply chain businesses</p> <p>Passion:</p> <p>-culture</p> <p>-dance</p> <p>-music</p> <p>-language</p> <p>-festivals</p> <p>-survival</p> <p>Creativity:</p> <p>-costume designs for festivals -art and craft</p> <p>-food</p> <p>-music</p>
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		<p>Knowledge and Learning</p> <ul style="list-style-type: none"> -self-development -skills development, - internal and external opportunity identification <p>Social Capital /Networking</p> <ul style="list-style-type: none"> -promoting Caribbean culture -creating opportunities through networking with weak ties by using culture and passion links <p>Informal Nature</p> <ul style="list-style-type: none"> -no formal business plans -no capital (inherently Caribbean) <p>Survival</p> <ul style="list-style-type: none"> -Determination over discrimination
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		<p>-creating entrepreneurial opportunities despite the pain of marginalisation, racism, and discrimination</p> <p>- Finding enjoyment and survival mechanisms in cultural activities</p> <p>Use of culture to sustain business</p> <p>Social Construction</p> <p>Conceptualisation is based on Caribbean entrepreneurs' experiences, culture and migrant challenges</p>
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6.3 Conclusion

This chapter has examined the main pillars of entrepreneurship in this study. It first examined the subtheme of risk-taking. It then examined concept of opportunity as a central to Caribbean entrepreneurship. Another focus was the various personality traits inherent in Caribbean entrepreneurship. This included determination, independence, the locus of control and passion. This was followed by innovation, knowledge and learning and networking. The chapter then considered the sub-topics of culture and teamworking. A contrast between Caribbean entrepreneurs and non-migrant British entrepreneurs were then considered. The next chapter discusses the various pathways to Caribbean entrepreneurship.

Chapter 7

Pathways to Caribbean Entrepreneurship

7.1 Introduction

This chapter presents the analysis and discussion of the various pathways to entrepreneurship in the Caribbean context. The variance shown in the many pathways, confirms that entrepreneurship is a complex phenomenon. There are some systems and structures, processes and practices that represent a pathway towards entrepreneurs. The chapter will first look at the issues of finance, marketing, and pricing. Customer care will also be examined. The chapter will then consider the link with location and the pillars of entrepreneurs. The chapter also presents an emergent that came out of the analysis exercise.

7.2 Finance

One of the central pathways that arose from the research is the financing for Caribbean entrepreneurs. Financial capital will be discussed from its importance as well as from its challenges and possible causes of the respondent's inability to raise it. The data from this research has suggested that most businesses were self-funded, 19 out of 20 respondents as shown by Figure 4.9. Self-funded included their personal savings or they have had assistance from family and friends.

One respondent commented on his generation of savings by stating the following "I started my business from personal savings that I accumulated prior to starting this venture. I am actively looking for funds to expand but it is quite difficult without any collateral" (Respondent 6). By contrast, another respondent noted that "I did not have enough personal savings and so I had to depend on the contributions from my family and my friends to get going" (Respondent 20). A further respondent stated that he started his business without any tangible capital. He noted the following "I started with nothing not even a capital and found my way as I went along. My first income was my capital". (Respondent 1).

Respondents 6, 20 and 1 are all pointing to a pathway to entrepreneurship is having a source of funds, capital without which the business idea will not be able to be pursued.

Like many ethnic minority entrepreneurs their issue was a lack of collateral needed to seek alternative means of financing the business. According to Respondent 6, capital was sourced from his personal savings but also mentioned an interesting issue. He pointed to looking for funds to expand his business. There is a view that the issue of expansion is indeed an important quality of entrepreneurship (Brown & Earle 2015). Respondent 20 also pointed to capital as a necessary ingredient to start his business but unlike respondent 6 depended on contributions from family to accumulate his capital. Respondent 1 painted a different picture and started without any capital. He ploughed back earnings from his service to his first client which he used as his capital.

The idea of the significance of the capital theme to Caribbean entrepreneurs is supported by the finance and capital school of thought. This school asserts that the pursuit of capital is at the heart of the conduct of entrepreneurial pursuit (Kuratko, 2017). Capital is therefore a significant asset of Caribbean entrepreneurs as it is a source of commencement and gaining competitive advantage (Erikson, 2002). The respondents need capital for several reasons. Capital is needed for investment activities such as machines and equipment which has income earning capacity. Capital is needed for operating activities business on a day-to-day basis. For example, to make payments to suppliers, purchasing raw materials and payments of utilities.

The vast majority of respondent had to source capital personally. It was generally agreed among the respondents that the raising of capital presents a major obstacle. Figure 4.10 shows that 15 out of the 20 respondents identified finance as significant obstacle in the research data which accounts for 75% of the respondents. Difficulties in accessing capital has many perspectives. The lack of interest by financial institutions, issues of racism and issues regarding capital.

According to one respondent “it is very difficult to get funding, financial institutions are not particularly interested” (Respondent 20). Another respondent view on raising capital was that “I would not ever approach a bank because there is institutional

racism, it has to do with ethnicity and race” (Respondent 16). Respondent 6 had earlier pointed to “it is quite difficult without any collateral”.

Respondent’s 20 alluded to the challenges he faced by stating that financial institutions are just not interested. Presumably, this is because of his previous attempts at raising capital at various financial institutions. His expression suggests a general lack of confidence in financial institutions to access capital. The literature also provides accounts in support of this respondent’s issue of the challenges about the raising on finance by Caribbean entrepreneurs (Kon & Storey 2003). Black Caribbean firms are 3.5 times more likely as white firms to be denied a loan outright (Ram & Smallbone, 2001; Bates, 2011). Respondent 16 also pointed to another challenge about his raising of suggesting that racism was the central problem. This is consistent with evidence in the literature that found a major barrier to accessing finance was ethnicity (Curran & Blackburn, 1993; Ram & Deakins, 1996; Jones et al, 2012). The lack of collateral was the central issue raised by respondent 6 in his inability to access capital. This view aligns research that points to barriers to starting and sustaining a business is connected to the lack of collateral (Bruder et al, 2011; Senik & Verdier, 2011).

The challenges regarding capital in this research findings are not new over 20 years ago the African Caribbean Business Report (2000) provided significant evidence of the challenges of accessing capital. This report lends support to the views of the respondents above by citing finance as a serious challenge among start-up African and Caribbean entrepreneurs in London. Drawing on qualitative data analysis from focus groups they found that many participants felt that finance was the key operational challenge faced due to their perception that external finance was virtually impossible to access. The reasons were issues of race, marginalisation, and discrimination among African and Caribbean entrepreneurs.

Another reason advanced was the belief among respondents of negative responses by banks due to profiling and therefore as black applicants they were not seriously considered for loans. Moreover, there was a feeling that many banks did not have ethnic training and were not sensitive to ethnic issues. The participants also cited lack of collateral and awareness of alternative sources of finance that might be able through

government schemes for instance. Interestingly, this research found that 40% faced cultural issues and 30% faced discrimination as a major obstacle not just with finance but with their overall entrepreneurial pursuits (Figure 4.10). These issues were consistent with a document which reported on the financial challenges faced by ethnic minorities - *Report on Ethnic Minority Business in the UK: A Review of Research and Policy Development (2009)*. (Table 4.5). A significant barrier is securing finance from high street banks both in the start-up phase and for purposes of expansion. This report has highlighted that central to the finance challenge is the wider problem of opportunity and how it is structured. There was an acknowledgement that this problem was pervasive affect small firms generally. The findings are consistent with the Institute of Directors report on Ethnic Entrepreneurship in the Britain (2018) survey among ethnic migrant entrepreneurs which found that 33% of participants said that finance was one of the major obstacles faced. Participants in this study cited the inability to transfer their credit history to the Britain and the fact that funding schemes are based on being a Britain citizen which new migrants are not. Evidence from the literature on ethnic entrepreneurship an ongoing challenge is raising finance (Ram & Smallbone, 2001). The reason for access to finance by participants may be linked to discrimination (Ennew & McKechnie, 1998).

It seems that given the obstacles faced with finance it is a central issue that has emerged from the data as a pathway to Caribbean entrepreneurs particularly important to start-ups. There is theory in the literature which seem to resonate with the views of respondent's 20 and 16. One such theory is displacement school of thought. This is so because the respondents fond that they are facing challenges of racism, opportunities, and differences in their culture drove then to pursue entrepreneurship as they feel ostracized (Turner & Bonacich, 1980).

One way that the challenges of raising capital might be mitigated is to use other forms of capital to source financial capital. Using social capital might open doors of opportunity for Caribbean entrepreneurs as it has the potential to use their close ties to exploit financial resources for their venture start-up. According to one of the respondents.

I had issues with finance in my business and struggled with my sales revenue. Eventually I met someone that I did not know at a network event I attended. We chatted and I shared my ideas, over time he came onboard my business. He put in additional capital for the acquisition of more assets and had access to corporate clients. Our business relationship led to my business expanding significantly because of his financing and his contacts in industry (Respondent 13).

Another respondent pointed to networking to access capital for his business. He stated: "I used my enthusiasm, and culture as a selling point on Dragon's Den 2 and the investors really liked my pitch and invested in my product. I did not even know about Dragon's den a friend told me about it" (Respondent 7).

Respondent 13 words give an indication of how networking can be instrumental in accessing capital needed for his business. He had pointed to attending a workshop and used his social capital and networking with a stranger who liked his ideas. He was able to get an investor to come on-board and inject funds into his venture. Similarly, Respondent 7 also moved beyond his local network. He appeared on Dragon's Den and presented himself to the judges as a man passionate about his ideas and culture, and one who wanted to pursue entrepreneurship via a business that promoted *Reggae Reggae Sauces*. What was interesting was that he received a capital injection of £50000 from Peter Jones and Richard Farley along with an injection of their management skills. Using these informal networks, he gave up 40% of his business in the agreement but he gained millions in profits. Prior to Dragons Den respondent 13 carried on his business in the Brixton area with his social networks but his business remained restricted in that market. With these informal networks several things happened to this respondent. His market share increased, significant growth occurred, improvement in his management skills and learning all necessary ingredients in entrepreneurship. These two experiences can be viewed in the context of the weak ties' theory (Granovetter, 1982). The respondent's social interactions, social capital and networking with ties that are weak and can be a source of developing strong ties. They both made connections within informal networks and used this as a source to strengthen his entrepreneurial pursuits by accessing financial resources. There is a view that had they focused just on their strong ties social capital might also have acted

to hinder them as social capital within their Caribbean communities may not be sufficient to endure or expand their business with financial resources (Deakins et al., 2007). Further what the respondents above has done is to make their social capital effective by combining the host country social capital with that of theirs Both human capital and the combined social capital of the respondents might be used to seek out additional financial sources for their businesses (Katila & Wahldeck, 2011).

7.3 Geographic Location

A key pathway for Caribbean entrepreneurs is the geographical location of their businesses. This is a key theme of this research and links with both conceptualisation and the pathways of entrepreneurship. This is so because their location is interwoven with both a cultural and migrant perspective. Geographical location is not just a key theme but is also key in both conceptualisation of entrepreneurship and a pathway to entrepreneurship in the Caribbean context.

7.4 Targeting Customers

Another pathway for Caribbean entrepreneurs is through strategies to target customers to their businesses. Targeting customers fits in with the idea that these entrepreneurs need to implement systems and processes to bring customers to their goods, services, and ideas This is important as it helps increase their market share and brings revenue to their businesses. The data has revealed that word of mouth, social media, sponsorship, special dishes, sampling, workshops, paper ads and competitive prices were the strategies used. Regarding word of mouth, Figure 4.6 shows that all 20 respondents used this strategy to target their customers. Interestingly they used several mediums such as special events, parties, gigs, and networking to communicate with potential and existing customers. Social media stood out with all 20 respondents engaging in its use targeting comes using Facebook, Twitter, Blogs, WhatsApp, Websites, Instagram, and LinkedIn. One respondent made the following comment:

We target customers by word-of-mouth, our website and a blog. The blog is a chance to get my voice out there this tactic is big in our business. I also use social media as a

key platform of communication. Our customers tell others and creates a web of new customers. (Respondent 15).

Another respondent commented on their strategies by stating that “we target customers through social media, we use our website, Facebook, workshops, word of mouth is big. Our customers sell us to potential customers” (Respondent 19).

Respondent’s 15 and 19 views reflect those of most of the respondents in the research. In effect, word of mouth targeting is intertwined with establishing networks (Shaw, 1997). Customers are enticed, sustained, and kept through their efforts at word-of-mouth marketing. This can be used to expand market share and ultimately increase the revenue of Caribbean entrepreneurs’ suggestion a complimentary nature (Morris & Lewis 1995). Word of mouth among these entrepreneurs can be interpreted as a tool to measure customer satisfaction and loyalty with products, services, and the business. Word of mouth was not the only strategy used by respondents. Carson et al. (1995) argued that entrepreneurial marketing, is unique in nature by a range of factors that included strategies that are not formal, uncomplicated, and random. There were other methods used to reach their customers. Participants made mention of three (3) types of paper ads – leaflets, flyers and a column in the newsletter of a financial institution. Sponsorship of local football and netball teams, special events and community projects are the methods used by the two (2) participants who used sponsorship to target customers. The reason given for the use of special dishes to target customers is to give customers “a differentiated culinary experience”. The two (2) participants also used workshops to target customers. Competitive pricing strategies were also used by participants.

These strategies may have been pursued by participants as they can be both effective mechanisms for communication and because it involves low-cost (Stokes, 2000). In many ways finance is also linked to the methods used to target customers in this research since finance was a challenge for a significant proportion of respondent very limited access to capital. From the above statements it can be seen that participants get information out to the market and is of strategic importance to entrepreneurs (Anderson & Starnawska, 2008) This is consistent with evidence from the literature as

these methods are important tool for entrepreneurs to ensure their start-ups are able to survive and develop (Carson et al., 1995). Targeting customers for these entrepreneurs involves several processes including their thinking, planning, plotting, and doing whatever is necessary (Anderson & Starnawska, 2008).

Targeting customers also has a link to the culture of the respondents in the context of Caribbean entrepreneurs is tailored to their circumstances and the focus is on not only goods and services but also selling their culture through their business. During the observations it was evident that these entrepreneurs targeted customers by promoting themselves through their culture and at the heart of what they do was their enthusiasm and passion. Music and culinary delights were the mechanisms through which their Caribbean culture was promoted at their business premises in the form of calypso, reggae and steelpan for example. Added to this was a range of Caribbean menus, through what was called special dishes all linked as strategies to target customers. entrepreneurial thinking (Kotler, 1997). This entire process of marketing is set in a rather informal sense, low cost, with customer interaction as the opportunity to do their market research and gather information to come up with new ideas. Marketing targets customers to promote goods and services but customers provide a crucial aspect of Caribbean entrepreneurs' focus. The following section expands on the significance of customers.

7.5 Customer Profiling

Another pathway for Caribbean entrepreneurs is through catering for customer-based groups. There were a range of activities to cater for customer-based customers, as revealed by Table 4.3. A warm, friendly atmosphere, feedback, A personalised style and service quality are the main subject categories that were identified from participants' responses. Seventeen 17 of the 20 participants made direct reference to the importance of maintaining a warm friendly atmosphere. One of the respondents noted that "our customers are cared for by creating an environment of respect, courtesy and a friendly atmosphere for customers'" (Respondent 16). Another suggested that "we use a welcoming friendly informal atmosphere where my customers feel comfortable" (Respondent 14).

The respondents felt that the environment should be informal setting, trust, relaxed, happy, comfortable, family atmosphere, courtesy, a cultural experience, an at-home approach. This approach ties into location not just in terms of where the business is located but how that location is reflected, the nature of the location. This approach by the above respondents is linked to customer convenience (Sundström, 2007). Convenience for the respondents might be interpreted as speed of purchase, ease of access, availability, and comfort are important aspects of convenience (Shoenberger & Thorson, 2014). Convenience might also be interpreted to accessing ethnic goods and services). It must be acknowledged that in certain markets might be connected to seeking out certain goods and services that might not be otherwise available (Kaufman Scarborough & Lindqvist, 2002). The idea of maintaining a friendly atmosphere is thus part of maintaining and enhancing customer value (Weinstein & Pohlman, 1998).

Further, the way the entrepreneurs interacted with their customers appeared to be a targeting strategy in effect. It was evident that their environment was part of a wider attempt to market their businesses and seem to be rather effective in ensuring their customers were satisfied. This involved communicating with customers throughout the transaction lifecycle process. It seems from the observations done that the social interactions were a complex web of activities of networks, interactions, and ambiance among the Caribbean diaspora, in specific geographic regions embedded in culture. Another category of catering for the customer-based groups was service quality. Three aspects of service quality that were evident from the data are meaningful communication, to establish credibility and a cultural approach.

One respondent stated that “I build a strong relationship through close personal contact, communication” (Respondent 3). Another respondent also pointed out that “part of caring for customers is in the quality of our service, meeting their demands and giving them a voice” (Respondent 8). A third respondent also suggested that “we use our Caribbean style of a friendly warm approach. This works well for us” (Respondent 13).

All three respondents’ expressions relate to their focus of their customers groups and this approach adds to customer value. There is a suggestion that the focus on

communication, establishing credibility and the use of their culture is a means for generating customer value through spotting their needs better than their rivals (Weinstein & Pohlman 1998). Further such a pathway also involves a process of learning which contributes to improvements in customer value (Slater & Narver, 1995). The respondents are inevitably strengthening their processes with these approaches and providing recognition for the importance of customers in their entrepreneurial activities (Boulding et al, 2005).

A further category in this research data has suggested that a key part of the entrepreneurial processes is feedback. 16 out of the 20 respondents saw feedback from customers as a means of catering for customer groups. Feedback is an important part of the Caribbean entrepreneurial process as it is used for reviews, to make improvement, education, and training, to measure service quality, to build an improve branding, to measure performance, to review policy, to collate customer experience, to 'tighten' products, undertaking adjustments to record customer feedback about the menu (Ashford & Cummings, 1983).

One respondent also expressed the following view stating that "I use my customers as a source of information. They help me develop and improve my product. We listen carefully and build on the advice received" (Respondent 11). Another view echoed similar thoughts but also suggested that "good feedback is an indicator that we are doing things well. Bad feedback is taken onboard and helps us to improve what we do. We act if its bad news and acknowledge that without our customers we are nothing" (Respondent 2). A further respondent also had a perspective on feedback as an important part of knowledge and learning stating that "in my business feedback is critical. It can change policy. We take feedback from customers and come up with action plans. Decisions are then taken to correct matters. It really all about a process learning" (Respondent 15).

What is suggested from the above respondent's views is that there are many reasons why customers are an important part of the entrepreneurial process. Respondent's 11 views suggest that feedback is a mechanism for learning (Boulding et al, 2005). His view on learning disposition strengthens the relations between his customers and

himself by supporting the business in establishing sound processes for information and abilities to translate and become aware of the needs of customers. Respondent 2 views were similar suggesting that feedback helps make positive changes (Desrochers, 1998). Respondent's 15 thoughts are also interesting as feedback is more than learning, it is a mechanism for action and driving performance (Ashford, 1986; Anseel et al., 2011). Feedback provides the respondent with a system for detection and monitoring of achievement or non-achievement of objectives. It is a key part of the internal control mechanism and new strategies of the business (Ashford & Cummings, 1983).

There is a suggestion that having a customer focus is linked to Caribbean entrepreneurial growth of their businesses (Bhuiyan et al., 2005). They suggested that a customer focused orientation is a means to collect useful information and convert these in entrepreneurial initiatives. Engaging with their customers help shape the markets fundamentals and social interactions in their business environment (Arnould & Thompson, 2005; Merz, He, & Vargo, 2009). There seem to be a link of feedback as an important element in the social interaction process. This ties in with entrepreneurship as grounded in the theory of social and economic embeddedness (Granovetter, 1985). The theory of demand and supply Kirzner (1973) also fits with the feedback mechanism as feedback provides for intelligence gathering by the respondents above, demand signals information and opportunity and the entrepreneurial activity in response provides for supply. Feedback is also a mechanism for the respondent for developing and maintain strong ties and as a means of engaging with customer demand and earning a source of revenue. Feedback also adds a complex dimension to entrepreneurship as it links with the opportunity structure. It provides for the supply of the right goods and services and can be a source of innovation (Atuahene-Gima & Ko, 2001). This was the case with one of the participants. He stated that:

As a designer of Carnival costumes for Notting Hill carnival, my customers provide me with valuable information for me to produce creative products that is tailored to their needs. My business strives on innovation and creativity. I am merging my cultural heritage with their suggestions and needs. (Respondent 11)

What is suggested from the above respondent is the use of a cultural innovation of their products and services which is based on customer expression, preference, and a product they value (Holt & Cameron, 2010; Ravasi, Rindova, & Dalpiaz, 2011). Arguably, this type of innovation creates differentiation which creates competitive advantage for the Caribbean entrepreneur (Grant, 1991). This can activate innovation in the products that come to market (Ansari & Phillips, 2011). Embedding customers cultural heritage with their customer needs create a unique product or service. It appears that Caribbean entrepreneurs can perceive better than their rivals the culture of their target market and interpret cultural significance that relate to the demand and consumption of their products (Beverland et al., 2010). What emerges from the analysis of consumer feedback are three dimensions. Firstly, an economic dimension, demand for the goods and services and the financial returns consequently, a social dimension, involving networking with customers and information gathering, intelligence and the creation of cultural capital (Bengtsson & Firat, 2006). A further point concerns how cultural innovation can be used to convey meanings that are adored by customers or that acts as a platform for inspiration for their businesses. The true benefit for the business of these values is differentiation and as a source for competitive advantage (Pedeliento et al. 2018).

Another part of catering for customer-based group was ensuring the presence of a personalised style. This is not surprising as many small businesses often cater to the needs of customers offering unique personal services to their customers (Gartner, 1990). A range of activities were identified about a personalised style. These included one-on-one communication, knowing customer names, individualised treatment, listening, and a sense of loyalty towards them. One respondent asserted to the importance of this personalised service in the following statement “we care for customers by building strong personal relationships. We believe that this is a key ingredient of success” (Respondent 7). Another respondent suggested that “we care for our customers through developing trust, listening, providing opportunities for communication” (Respondent 15). While a further respondent mentioned that “we believe that good customer service, a personalized service that is friendly, warm with good listening skills so that we can provide a reliable service” (Respondent 17). The

views of Respondents 7, 15 and 17 suggest that they recognise the special importance customers to their business and how their practices, abilities, activities add to value creation (Holbrook, 1999; Walters & Lancaster, 1999).

If the concept of entrepreneurship is to be truly understood, then we must recognize that factors before during and following the inception of a new journey all have effects on how that journey is shaped. Isolation of efforts to investigation on only part of the whole are futile. The whole is best understood by considering the interplay of several processes and practices involved.

7.6 Products and Services

Another pathway for Caribbean entrepreneurs is through the provision of ethnic goods and services that meet the needs of their customers. The participants offered a variety of reasons for choice of product. They also identified whether their products are available elsewhere and their pricing strategies. Four (4) of the respondents are engaged in catering services; 2 offer accounting and investment services; and the 14 other respondents provide other services. All but 2 of the participants confirmed that their product was available elsewhere. The other 18 respondents pointed out that although their products were available elsewhere, the products that they offered are unique because of individual styles and techniques. All the respondents noted that their choice of product had to do with demand (Figure 4.7). One noted that “the economic conditions that affects my business include customer demand for my products” (Respondent 17). Another respondent suggested that “people’s spending power and desire for my goods obviously influenced my choice” (Respondent 20). The choice of product by respondent’s 17 and 20 like many of the others were linked to the provision of ethnic goods and services (Wishart, 2010). Beyond this, there is evidence that strong ties in the ethnic community have contributed to ethnic minority businesses by supplying the needs of their community (Deakins et al., 2007). It is the availability of their ethnic market and the provision of goods and services to sustain their culture heritage that dictates their choice of product (Eckstein & Nguyen, 2011). The analysis also suggests that the desire for independence and self-employment and profit also influences the choice of product (Borooah & Hart, 1999; Williams & McGuire, 2010).

The choice of product supplied to the market is influenced by demand. This is what theorists refer to as the theory of demand and supply (Kirzner, 1973). The respondents have also suggested that the nature of products is influenced by the needs of their ethnic market demand, which aligns with the mixed embeddedness theory (Kloosterman et al., 1998).

The demand for products and services was also evident during the observations. Estimates for the three observed businesses (Box 4.1), are as follows: Fish Wings and Tings - 60% Caribbean customers; Roti Joupa, approximately 70% Caribbean customers, which was consistent with what these respondents identified in the interviews; Fisherman and Friend had 60% non-Caribbean customers. What was interesting was that the demand extends outside of the ethnic market and might be explained by some customers wanting a different culinary experience.

Regarding the product availability many respondents felt that their products and services were available elsewhere suggesting the competitive nature of their markets. However, interestingly, two respondents suggested that they did not face any competition. One stated "I do not face any competition since my product is different" (Respondent 5). While another said I do not see it as competition. Everyone has a space. I see us as collaborators (Respondent 15). What makes both respondents' views interesting is that the uniqueness of the product or service suggest that these entrepreneurs do not see competition, but see unique interpretations (Berger & Luckmann, 1966).

Another aspect of the provision of goods and services is the pricing strategies of the participants as per Figure 4.8. There were different pricing strategies to fit the needs of different customers. One highlighted that very early in the business that:

We have a pricing strategy that is two-fold. These are based on the results for clients in terms of hits. Retainer-based services -a monthly fee for client and a flexi-rate fee which is our entry level fee. We recognised that our clients are different so planning a fee structure based on this is essential (Respondent 15).

Another stated that “we have built in a pricing strategy that has one fee for joining into our business, but we charge different fees depending on the risk profile of each customer and the amount borrowed from the credit union” (Respondent 19).

An additional respondent also seems to have a pricing strategy as she pointed out that:

Our pricing strategy is threefold. One that is based on subsidised pricing from the council to encourage business ventures. One that is basic price and one that is advanced. It all dependence on the needs and complexity of the client (Respondent 10).

It seems that pricing strategy of Respondents 15, 19 and 10 developed out of learning. Feedback from customers is a source of learning and a mechanism for creating a mechanism for pricing strategies (Ashford & Cummings,1983). Recognising differences in the earnings of clients and affordability, they created this price structures which would otherwise reduce the revenue and market share of the business. It appears that their strategy is to entice and retain customers. Essentially, it is about exploration and experimentation (McGrath & MacMillan, 2000; Corbett, 2005; Dimov, 2007a;). This therefore is consistent with the opportunity school of thought strategy of pricing considerations (Osterwalder & Pigneur, 2011). It is conceivable that looking at the pricing from the respondents’ statements allows for innovation and creativity. which precedes profitability (Schumpeter, 1912).

7.7 Other Elements

The two previous chapters have presented the significance of the geographic location and the pillars of Caribbean entrepreneurship. The elements of both chapters overlap into this chapter as these elements are not isolated but represents parts of an interrelated complex phenomenon representing pathways to entrepreneurship. The following table highlights the key themes from the findings of this chapter and the contribution it makes to the literature.

Topic /section in the literature review- Chapter 2	Themes from the literature	Themes from the findings in chapter 7
Pathways to Caribbean Entrepreneurship	<p>Geographical Location</p> <p>Customer Care</p> <p>Marketing Strategies</p> <p>Networking</p> <p>Finance</p> <p>Ethnic good and services</p> <p>Feedback and learning</p>	<p>Other forms of capital</p> <p>Social capital to access financial capital (expansion of the literature)</p> <p>Migration and Culture</p> <p>Warm and friendly atmosphere, Caribbean like, to attract and retain customers. Festivals to display ethnic goods and services music, food, costumes all unique to Caribbean culture (expansion of the literature)</p> <p>Geographic Location</p> <p>Strongly linked to migration and culture. A key pathway of Caribbean entrepreneurs. Postcode</p>

		<p>entrepreneurship (expansion of the literature)</p> <p>Feedback and Learning</p> <p>Both with the cultural community and the wider community in London</p> <p>(expansion of the literature)</p> <p>Pricing Strategy and its link to necessity.</p>
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7.8 Representation of Findings

This section is included to report on the representation of findings that emerged during the data-collection analysis and discussion exercise for this qualitative study. The overarching question that guided the research is:

How do selected Caribbean entrepreneurs in London interpret their entrepreneurial experiences?

The sub-questions probe issues that relate to participants' understanding of procedures, processes, and practices of entrepreneurship. Qualitative research is well suited to explore these underlying questions which are about the human experience. Obviously, human experiences are rather complex, so questions about these experiences do not always accommodate clear-cut yes or no answers. I am fully aware

that there are different traditions of qualitative inquiry and had therefore immersed myself in the principles and nature of qualitative research to ensure that I had selected the most appropriate design for my research. I was convinced that because the study relied on interpretations of participants' experiences that a qualitative design, with a case study aspect, was best suited for the research (Okasha, 2012; Bryman, 2015). Having realised that the study will focus on making sense of the interpretations of participants' lived experiences, I decided to stick to this design since it favors an interpretive approach to a social inquiry. One of the particulars of qualitative research that I have come to embrace is the iterative process that allows for simultaneous data collection and analysis (Creswell, 2014; Schneider, Coates and Yarris, 2017;). This is regardless of which tradition of inquiry is chosen – biography, phenomenology, grounded theory, ethnography, or case study (Creswell, 2009; 2014).

Grounded theory is the qualitative tradition that is generally associated with generating models and frameworks (Creswell, 2009; Bryman and Bell, 2015). This study did not set out to produce a model in the environment in which the participants' experiences are played out. Instead, it sought to make sense of the lived experiences of a selected group of Caribbean entrepreneurs. As an "interpretive inquiry", I aimed to interpret the entrepreneurial experiences of the participants, that is, what they see, hear, and understand (Creswell, 2009, p.176). My focus was therefore on understanding how the individual participant perceived his/her entrepreneurial experiences (Bell, 2009, p.7). Interpretations and understandings therefore became a vital part of the research exercise. It was while I was engaging in fine-tuning and modifying the analysis, in repeated cycles, that the model that I am presenting in this section began to unfold. The more this process was repeated, the more I began to identify opportunities and possibilities that can be further delved into. I even began to look for rationalisations for the many unanticipated outcomes that continually surfaced.

Figure 7.1 is an extended attempt towards understanding the procedures, processes and practices used by Caribbean entrepreneurs. It is presented as a non-hierarchical taxonomy and is a representation of the complex thoughts and experiences provided by the participants. The full extent of the complexities was not evident during the research exercise carried out for the putting together of the literature review. Some of

the links became obvious during data-collection and data-reduction phases because some initial analysis was done then. But it was during the tiresome, but interesting analysis and discussion phase that the depth of the complexities began to emerge, hence the reason for constructing Figure 7.1.

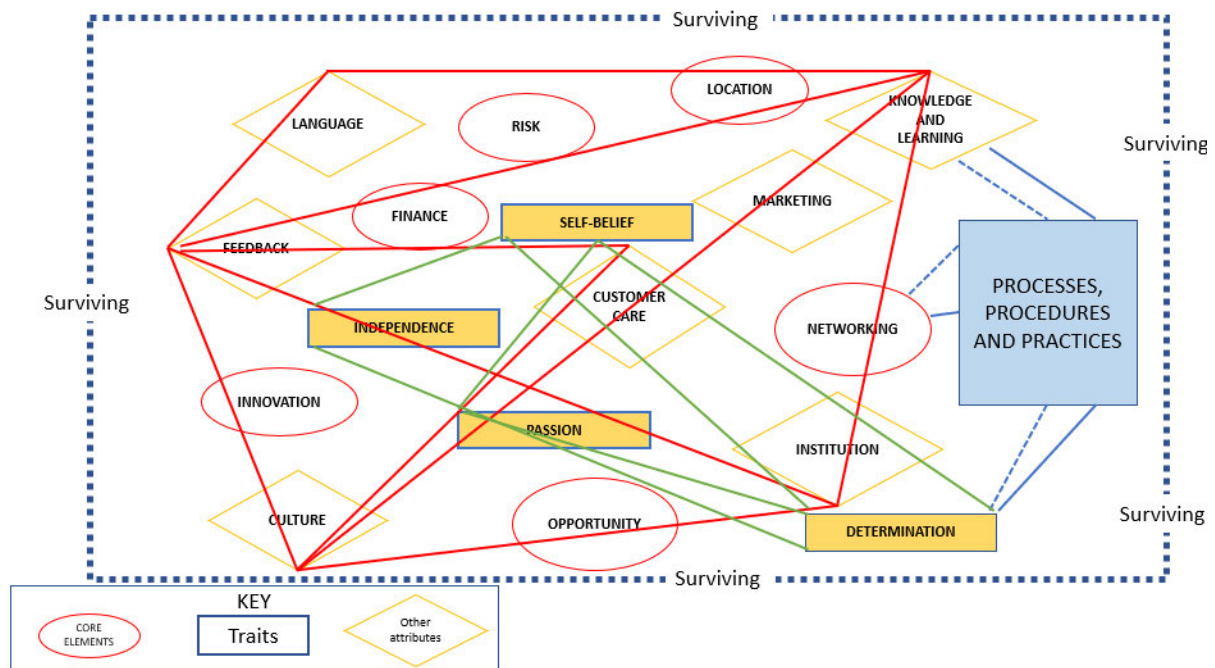


Figure 7.1: Representation of the layers of Caribbean entrepreneurial practices

7.9 Reflection on the representations of the findings

In comparing the current emergent themes from the existing literature as presented in the chapter two, section 2.10, figure 2.3, then analysing the findings as presented in Figure 7.1, there were several themes which this study supported. For example, customer care, and the associated characteristics were seen as important for the Caribbean entrepreneurs, which supports Weinstein and Polhman (1998), and Shoenberger and Thorson (2014) that generally entrepreneurs tended to provide value to customers which enabled them to identify opportunities, therefore these business owners would spend a great deal of time with their customers (Orr, 1995). Knowledge and learning were also acknowledged as important attributes for an entrepreneur to possess, but this study also revealed specific examples faced by these Caribbean entrepreneurs as to the challenges associated with gaining the ability to

become an entrepreneur. Location or the geographical positionality of the entrepreneur proved to be an important factor for Caribbean entrepreneurs, particularly as the individual was often informed by local knowledge, and where the customer or market is located. For these Caribbean entrepreneurs being based in London, location was paramount, which was informed by the culture and their connections to the local community. Closely aligned to location was the entrepreneur's network. This study agreed with the earlier work of Dicken and Lloyd (1977), Granovetter (1983), Van Dijk and Pellenbarg (2000) that an entrepreneur is often bound by their ethnicity, geography, and convenience, but also their connections, which was the case for these Caribbean entrepreneurs.

There were several themes which emerged as being significantly important for Caribbean entrepreneurs that could be aligned to the current academic literature, which was presented in Figure 2.3, which were grouped under over-arching headings of personalised characteristics, the location, and opportunity. These themes which were identified during the main study, were not seen by current academic studies as being key or critically important characteristics or attributes associated with studying the experiences of entrepreneurial activity. This can be seen when comparing Figure 2.3 from the literature review with this study's findings which represent the layers of Caribbean entrepreneurial practice as shown in Figure 7.1, as set out in the discussion chapter of this study. For example, one factor to emerge from the interviews and observations was the significance of the entrepreneurs understanding, awareness and the influence of the *geographic positionality strategy* of the business, where the entrepreneur tends to be bound or influenced by their local ethnic background, local knowledge, and connections. This study found that for these entrepreneurs, being located in London was primarily informed by their ethnic background, customer base and networks / connections, which agrees with other studies on ethnic clusters and their role in economic development as such Liu, Miller, and Wang (2014) and Loukaitou-Sideris and Soureli (2012), but from a Caribbean entrepreneurial perspective. The attribute of location was also linked to the emerging theme of *social displacement* of the entrepreneur, and the reason or reasons for deciding to locate and establish the business in a particular location. In interviewing these Caribbean

entrepreneurs, the need to recognise opportunities was also seen as an important attribute for them. For the entrepreneurs interviewed, recognition was seen as an essential characteristic for them as they sought to find new markets and opportunities. To assess potential opportunities, this study found that *feedback* was also an essential trait when gaining knowledge acquisition. This knowledge acquisition could assist these Caribbean entrepreneurs to build new insights as to future customer needs, help to develop the business and to gain a competitive advantage (Daft & Weick, 1984). Feedback was also seen as the means to inform pricing strategies, understanding customer expectations, and was also directly linked to importance of understanding the geographic location of the enterprise.

Under the heading of personalised traits, the findings found that there were a number of salient characteristics, which although acknowledged as being potential facets of an entrepreneur, were not seen as important compared to this study's Caribbean entrepreneurs. The first characteristic to emerge from the findings was the theme of *passion*, which for Cardon (2008), Klaukien and Patzelt (2008), Chen et al. (2009), Klaukien and Breugst (2009), was a pivotal attribute of entrepreneurship, which this study found to be significantly important for Caribbean entrepreneurs as a driving force behind their actions based on their cultural background and idiosyncrasies. Related to passion, the Caribbean entrepreneurs highlighted the importance of energy, effort, emotions, drive, and spirit, which were all characteristics identified by Bird (1989), as being a key driver for motivation and an important aspect for Caribbean entrepreneurship. Linked to the identified theme of opportunity in Figure 2.3, was the need to effectively communicate to the customers and marketplace. For this study, the Caribbean entrepreneur saw '*language*' as an essential skill needed for being entrepreneurial, which concurs with Dimov (2020) and Wood and McKinley (2010). Being determined or *determination* also emerged as being a key and salient aspect of an entrepreneur's personal trait. This study agreed with McClelland (1987) association that *determination* was embedded with the need for achievement, as the Caribbean participants in this study identified that key features possessed by a successful entrepreneur included possessing the energy and vigour to focus on goals and overcome challenges, a theme earlier identified by Timmons (1994).

Along with determination was the personalised trait of *independence*, which this study found to be linked to the pull factor of becoming an entrepreneur, which is aligned to the earlier research of Mueller and Thomas (2001). For many of the Caribbean entrepreneurs in this study, there was a determined drive of wanting to have the independence and freedom to do what they want, without being accountable to others, whereby making them solely responsible for the decisions and approaches adopted. Independence was also linked to the entrepreneur also wanting complete control of their business' future and financial autonomy (Carland, & Carland & Pearce, 1995).

Finally, there was one salient characteristic which emerged from the findings which was not explicitly acknowledged in the literature review. This theme was *self-belief*. Self-belief could be categorised as being a personalised trait but was seen in this study as being independent as it was a drive which these Caribbean entrepreneurs saw as important to distinguish, as they identified this motivational attribute of being self-centric driven which was needed to be a successful entrepreneur.

Summary and Relevance: Figure 7.1 emerged from the data-collection and analysis exercise carried out for this study. The model reflects the complexity, struggles and exertion that exist in entrepreneur's experiences. More importantly, it suggests the entrepreneurial spirit, resilience and survival instinct embedded within the culture of migrant Caribbean entrepreneurs. People of the Caribbean are often called resilient and are associated with grit because of how they handle hazardous and challenging situations in a region that susceptible to natural disasters (Kirton, 2013; De Souza, 2014; De Souza et al, 2015). The representation of findings also demonstrates a courageous strength of character that presses on despite the challenges that arise between and within the procedures, processes, and practices. This observation is supported by my experiences as a Caribbean migrant and a former entrepreneur. For these very reasons, I propose that the main theme that sums up the overall analysis is *surviving entrepreneurship*.

There is more to Figure 7.1 than showing the relationships between the concepts and the interactions between the situations. First and foremost, the representation of findings can be used as a steppingstone for the review and development of the initial

idea into a more substantial model. Queries about entrepreneurs and entrepreneurship have attracted many researchers, as noted by the huge body of literature that covers these areas. To follow up on similar research areas, Figure 7.1 can assist researchers in creating and fine-tuning their research questions and even in finding certain conceptions to back up their theoretical assumptions. When looking at literature material for similar research work, researchers can use the model as a guide to look for new meanings and new ways to apply other research findings. Finally, but not of any lesser importance, is this fact: There is a story behind every entrepreneur's experiences. Figure 7.1 can serve as a catalyst to prompt researchers to engaged in more rigorous qualitative research of the individual stories.

Figure 7.1, as a representation of findings clearly shows the make-up and how the model itself backs up the development of new knowledge via the theme *surviving entrepreneurship*. As time passes and more attention is paid to the meaning and structuring of the concepts as a framework, Figure 7.1 has the propensity to become a model with a new life of its own. In this way, it can operate as a model for meaningful theoretical reasoning and later application to many ethnic and non-migrant studies

7.10 Conclusion

This chapter presented the various pathways to Caribbean entrepreneurship. It firstly considered finance as a significant pathway to entrepreneurship. It then focused on another pathway, the issue of targeting customers. This was followed by the pathways of products and services offered by Caribbean entrepreneurs. It then looked at other elements that encompass a pathway from previous chapters. The chapter then exhibited an emergent framework from the study. The following chapter presents a conclusion and implications to the research.

Chapter 8

Overview, Evaluation and Implications

8.1: Introduction

Chapter 8 presents an overview of the entire study. It evaluates the techniques that were used to find answers to the research questions, evaluates the findings, looks at the implications of the finding for entrepreneurs, especially migrant entrepreneurs of Caribbean heritage and highlights the addition that the research makes to the literature. An analysis of the data brought to light the depth of the complexity of entrepreneurs' experiences. Based on this, the chapter suggests some ideas for further research. To set the overview in context, the introduction repeats the purpose, objectives, and research questions of the thesis.

8.1.1 Purpose, Objectives and Research Questions

The study set out to explore the experiences of Caribbean migrant entrepreneurs. The objectives are to:

1. Elicit from selected self-identified Caribbean migrant entrepreneurs how they conceptualise entrepreneurship and its processes.
2. Explore the experiences of selected Caribbean entrepreneurs, considering their cultural orientation as well as the theories that underpin the research.
3. Gain insights into the operations, skills, and practicalities of Caribbean entrepreneurship in London; and
4. Identify contrasting cultural views on entrepreneurship within self-identified Caribbean migrant perspectives and those of non-migrant.

The overarching question is: How do selected Caribbean entrepreneurs in London interpret their entrepreneurial experiences within a cultural and migrant framework? The sub-questions are: (1) What do Caribbean entrepreneurs say is the process of entrepreneurship? (2) How do selected Caribbean entrepreneurs describe their understanding of entrepreneurship? (3) How are the processes and practicalities of selected self-identified Caribbean migrant entrepreneurs operationalised? (4) What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrants?

8.2 A General Overview

The focus of the thesis was on exploring how Caribbean entrepreneurs interpret their experiences. Part of this focus entailed determining how these same entrepreneurs conceptualise entrepreneurship. Meanings, interpretations, and understandings suggest an interpretive inquiry, which is associated with the qualitative design (Descombe, 2007; Creswell, 2009;). I have found the overall research exercise, including theoretical application, data collection and analysis to be very practical, insightful, and helpful.

Caribbean entrepreneurs have imported and/or adopted the Caribbean cultural and traditional beliefs, values, and principle. It is therefore not surprising that the way they conceptualised entrepreneurship is a mixture of Caribbean and UK influences. I consider this very important because the participants' combined responses have brought additional insight into the realm of conceptualisations of entrepreneurship. Participants' responses are also aligned with theories that underpin ethnic entrepreneurship, for example the enclave and structuralist theories (Zhou, 2004). This is especially noticeable in the way they have linked the various concepts that underscore entrepreneurship. An analysis of participants' responses has clearly demonstrated that explaining entrepreneurship is a very difficult task. Figure 7.1 (Chapter 7) illustrates the complex relationship that exists among the many attributes that are associated with entrepreneurship.

There are many more Caribbean entrepreneurs than the twenty (20) participants who share in this study. However, the findings from this study are not generalised to all other Caribbean entrepreneurs. Besides, the purpose of qualitative research is not to generalise, but to offer understanding of participants' experiences. Yet, based on the analysis of data, I have reasons to believe that many Caribbean entrepreneurs in the UK are likely to have similar entrepreneurial experiences to the participants who share in this study.

Concepts such as finance, risk, innovation, and knowledge are featured in the literature reviewed for this study (Kuratko, 2017). Phrases such as education and training, locus of control, social strategy for networking and feedback seeking also

appear in the literature reviewed (Kerr, Kerr & Xu, 2017). The data collected have shown that the participants used in this study have used the same and similar phrases in their responses. This finding was quite heartening. But even more encouraging was the additional perceptions that came from the participants. These insights have added value to the study.

8.3: Evaluating the Design and Techniques Used

The study employed a qualitative design, which is generally considered the most appropriate when researchers are focusing on understanding how respondents interpret their lived experiences. As a Caribbean migrant, and as a former entrepreneur, I recognised the possibility of bringing bias to the study and therefore chose a design would allow me to use my background information as a plus, rather than as something that would distort the data. Chapter Three explains that the nature of qualitative research is well suited to situations like these.

The use of semi-structured interviews was beneficial because I was able to query and probe responses. This exercise proved to be very useful in terms of getting additional information for supplementing the data analysis shed. I collected more primary data from the observations. Combining these two sets of primary data also helped to improve the analysis of data. One source of secondary data was used – documents. Reviewing the selected documents was worthwhile because the reviews added to the data collected and contributed to the analysis in an advantageous way. By merging the methods that collected primary and secondary data, I was able to achieve the objectives and find answers to the research questions. It seems reasonable to conclude therefore that the techniques chosen were appropriate for the qualitative approach that was taken for the study.

8.4 Evaluating the Findings

The findings are presented in Chapter 4, but the analysis of these findings is presented under three-chapter headings – *Geographical Location*, *Scrutinising Concepts of Entrepreneurship* and *Pathways to Caribbean Entrepreneurship*. These chapters

explain how the research questions were answered and how the research objectives were met. The following is a brief evaluation of the results:

What do Caribbean entrepreneurs say is the process of entrepreneurship?

The analysis revealed that the process of entrepreneurship is not a simple one. Factors such as finance, risk and innovation were reported as part of the process, but I view these as commonly known aspects of entrepreneurship. What is interesting was the recognition of the interplay between the factors as well as the presence of other intervening variables that also interacted with the common features. Some of these features are networking, locus of control, self-belief, passion, idea generation and independence. The entire process is seen to be laced with complexities because all the attributes are interconnected and multifaceted. This is what is portrayed in Figure 7.1.

How do selected Caribbean entrepreneurs describe their understanding of entrepreneurship?

By and large, the participants used cognitive constructions and social constructions to describe their understanding of entrepreneurship. Taken together, the responses represent a multifaceted entity, but singly, each response is based on a different set of circumstances. One description shows that entrepreneurship involves being a servant of people. Other explanations include the development of management skills, survival skills, economic autonomy, financial independence, embodiment of freedom and passion for what you do. Further, entrepreneurship is the promotion and distribution of Caribbean culture. All the respondents see the importance of responding to the needs of the market as being crucial to entrepreneurship. Another dimension is that entrepreneurship is not just a process, but a long-term process which involved working hard for what one wants to achieve, while learning from the mistakes made along the way. One explanation of entrepreneurship that fits with the Caribbean experience is a reaction to circumstances and using both their migrant and cultural perspective to sustaining themselves over the long term.

How are the processes and practicalities of selected Caribbean entrepreneurs operationalised?

One of the central processes and practicalities that arose from the research was the issue of financing for Caribbean entrepreneurs. The data from this research has suggested that most businesses were self-funded. To get started proved to be a challenging and frustrating exercise. Another aspect of the process that is equally challenging is selecting the most appropriate strategies to target customers. Some of the strategies used are a warm, friendly atmosphere, feedback, a personalised style, having customer-based groups and service quality. Choosing a suitable location, providing specific goods and services, and having a variety of pricing strategies are also practical techniques that are pragmatic for operationalising the processes of entrepreneurship.

What cultural contrasting perspectives on entrepreneurship underline the beliefs of self-identified Caribbean migrants to non-migrant British Entrepreneurship?

The contrast that underlines perspectives on entrepreneurship for the Caribbean and non-migrant British entrepreneurs has to do with accessing finance, culture and location and the nature of goods and services supplied. The Caribbean entrepreneurs' experiences to obtain start-up funds are more difficulty than their non-migrant British counterparts. Another noticeable contrast is found in the Caribbean entrepreneurs' approach to entrepreneurship. Generally, they adopt an informal style toward becoming entrepreneurs. In some cases, their entrepreneurship journey begins spontaneously in response to the need to *survive*; and in these instances, there is no training, ready finance, or detailed business plan. Often, the sectors in which Caribbean entrepreneurs operate is characterised by a margin level that is not sound. This situation sometimes gives rise to below minimum wage because of the need to manage cost, which in turn encourages a breach of minimum wage legislation. In some situations, based on the literature reviewed, this is not the case with non-migrant entrepreneurs.

Additionally, Caribbean migrant entrepreneurs are characterised by their culture. Distribution and promotion of culture is a significant part of their business model. Their

heritage and traditions are reflected in their entrepreneurial pursuits. Caribbean entrepreneurship is about building channels of distribution for their culture. They are concentrated in areas where there are large Caribbean communities. Choice of location is shown to be tied to demand and the supply of ethnic goods and services and promotion of their culture. With reference to location, the literature reviewed revealed that the non-migrant entrepreneurs are more pervasive. For supply and demand, the range of goods and services are much broader, and they face a different set of cultural experiences.

The analysis shows that relevant to the contrast, is the fact that Caribbean entrepreneurs have migrated to the Britain or were descendants of migrants. They have faced levels of racism, marginalisation, and discrimination; and according to the literature, this is not the experience of non-migrant entrepreneurs who are not immigrants.

8.5 Contribution to Knowledge

As presented in chapter two, the academic literature about Caribbean entrepreneurs has been relatively limited. Of those existing studies centred on minority ethnic entrepreneurs, Caribbean entrepreneurs have tended to be grouped generically as African-Caribbean and this distinctive grouping has not been given the academic attention it deserves. By focusing on this identified gap, this study has provided a new critical insight and contribution to existing entrepreneurial knowledge, as to Caribbean entrepreneurs. In investigating this theme, the study has focused specifically on those entrepreneurs who self-identified as being Caribbean entrepreneurs, which has led to the study interviewing both first- and second-generation Caribbean entrepreneurs.

In conducting this qualitative study, what emerged is that there is an underlying entrepreneurial spirit which is partly born out of necessity, with Caribbean individuals face with perceived marginalisation of the host's society, experiences of direct or indirect racism, while also being influenced by their personalised traits, their cultural traditions, and backgrounds. These influences have led this study to produce a representation which depicts the multi-faceted layered complexities of Caribbean entrepreneurs. As seen in Figure 7.1, in chapter seven, the layers of complexities of

Caribbean entrepreneurs can be grouped into three categories: procedures, processes, and practices.

The complexities of entrepreneurs, and in particular ethnic entrepreneurs is not a new phenomenon, but what is new is firstly how these Caribbean entrepreneurial participants are interconnected with the various entrepreneurial attributes and traits, which was often borne out of the need or necessity to survive, which is unique to this social demographic. The interrelationships between these attributes and influences from a Caribbean entrepreneurial perspective are represented in Figure 7.1, which is a unique and novel way to represent this dynamic nature of these influential entrepreneurial characteristics. Of particular importance is unpacking of certain attributes or themes, such as certain personalised traits including passion of the individual, independence, self-belief and determination, and other core facets like the role of geographical positionality and recognising opportunities, which before this study was conducted, was seen as being less dominant or important for an entrepreneur. Added to this unique representation is also the interconnected links which illustrate the complexities of the layers and connections.

While there is an acknowledgement that there are similarities in entrepreneurial theory which are shown in this study, this research project has also specifically from a Caribbean entrepreneurial perspective, provided a new insight which has linked *how* these activities are experienced by these unique migrant entrepreneurs.

The Caribbean experience was linked partly to the negative experiences which ethnic groups often encounter and experience in the host country and the associated barriers which can restrict the entrepreneur, but also unlike other ethnic groupings, the Caribbean experience has been also influenced and informed by its unique cultural background. This cultural aspect was no better illustrated by the importance associated with knowledge and learning, location, networking, and customer-care. This study found that the *how* and the *why* experiences of these Caribbean entrepreneurs differed significantly compared to non-migrant British entrepreneurs. For the Caribbean migrant entrepreneur, they reportedly encountered different levels of open and subversive racism, being marginalised, and discriminated against, which

their British non -migrant counterparts had never experienced. This although not unique for migrant entrepreneurs, the experiences had become a key influencer or driver for Caribbean entrepreneurship to establish their businesses, their networks and unique customer care strategies. Linked to this, this study being Caribbean entrepreneurial focused also found that this ethnic grouping also had experienced difficulties in accessing start-up funds. For some of the Caribbean entrepreneurs, there was a perception that the basis of this limited access to funds or finance was driven partly by discriminatory attitudes. However, these Caribbean entrepreneurs had still managed establish an enterprise or business, which is depicted in the over-arching theme 'surviving' which surrounds the entire representation in Figure 7.1. The main thread of survival runs throughout all the core characteristics, attributes, and traits, which explains the interconnected nature of the Caribbean entrepreneur's experience. Finally, in discovering and then representing the theme of survival as to its interconnected nature of Caribbean entrepreneurship, this finding addressed second research question two: explore the experiences of selected Caribbean entrepreneurs, considering their cultural orientation as well as the theories that underpin the research.

Another unique aspect of this study was the emerging importance of *passion, location, finance, and culture*, as shown in Figure 7.1. These characteristics for many of the Caribbean entrepreneurs provided the stimulus for opening businesses, even when their ethnic origin forced them to practice what this study referred to as 'postcode entrepreneurship'. This postcode entrepreneurship resulted in the business being in a certain locality, and often influenced by the customer and entrepreneurs' community and connections. For these Caribbean entrepreneurs, their network and social relationships had been informed by the locality of their business, hence postcode entrepreneurship. Closely linked to the necessity to local the business in a particular postcode was the recognition of the need for a supportive and dependable network. The Caribbean entrepreneurs recognised the importance and the influence of mutual assistance of family members or friends, particularly as to finance. This finding mirrors Bourdieu's (1985) social capital theory, which is the aggregation of the actual or potential resources which are linked to possession of a durable network and the institutionalized relationships of mutual acquaintance or recognition, but then extends

this theoretical concept from a Caribbean perspective, which provides a new interpretation.

In contextualising the social capital theory further, the group of Caribbean entrepreneurs highlighted their high level of dependence on the resources, advice, and social relationships combined with the existence of a strong Caribbean network, which for these participants was seen as essential. This dependence of having a strong Caribbean network was seen as being a part of their *survival* strategy, which as the interviews progressed, this study found that from a Caribbean entrepreneur's standpoint, there was a distinct difference between *survival entrepreneurship* and *surviving entrepreneurship*. These two constructs of *survival entrepreneurship* and *surviving entrepreneurship* is another unique contribution to academic understanding which illustrates the synergy but paradoxical nature of entrepreneurship.

Although *survival* and *surviving* have a similar meaning, used in an entrepreneurial context, these two words have very different form of practice. *Survival entrepreneurship* is tied to the ability to continue to exist in difficult circumstances. In contrast, *surviving entrepreneurship* for these Caribbean entrepreneurs was their active ability to continue to exist or sustain themselves. Then as the findings were reviewed, this study found that the Caribbean entrepreneurs paradoxically saw these two constructs separately, but were also closely linked together, suggesting a two-stage process of entrepreneurship.

This unique nature of survival and surviving for the Caribbean entrepreneurs was demonstrated in the activities which surrounds the history and importance of the Notting Hill Carnival to the Caribbean community. The arrival of Caribbean immigrants to Britain in 1948 marked a significant period in the Caribbean experiences in the United Kingdom. As the Caribbean entrepreneurs faced numerous settlement problems and challenges including discrimination, racism, marginalisation, and violence from the non-migrant community, they needed to survive. To survive, these challenges and negative experiences unified the Caribbean migrant community. It is out of these difficult circumstances together with an effort to unify the Caribbean communities that the Notting Hill Carnival emerged. The Notting Hill carnival created

opportunities for Caribbean people to engage in entrepreneurial activities, which included providing ethnic goods for the community, production of costumes and event management services. These business activities showcased the Caribbean culture and provided a sense of belonging. The Notting Hill Carnival for these entrepreneurs was recalled as being an example of surviving and provided a template for future Caribbean entrepreneurs to survive in the future. The link between survival, surviving and the Notting Hill Carnival is unique to Caribbean entrepreneurs, which was driven and informed by their cultural background and experiences.

Finally, to emerge from the findings were several key attributes which were not seen as being pivotal for entrepreneurs in current academic debate, including the significance of language and feedback, which from the Caribbean entrepreneur's perspective was seen as essential. Associated with surviving was the Caribbean entrepreneurs' *passion* to survive. From the findings, and closely linked to survive, was the themes of passion and *determination* which had a direct link to their culture, the local community's history, and the struggles often encountered by migrants, which for the local community was expected and had been experienced by these Caribbean entrepreneurs. This study also found that the construct of *self-belief*, which was where the individual is driven by an internal belief or *independence*, which has potentially been informed by the push factor, which the Caribbean entrepreneurs had experienced while performing a *surviving entrepreneurship* approach out of necessity. This self-belief still existed even when these Caribbean entrepreneurs had to face start-up challenges and having limited or no resources.

8.6 Implications and Suggestions

The implications from this research are many and varied, but the focus here is on implications for practices and processes for Caribbean entrepreneurs.

Practices: I begin the concept practice because entrepreneurs are action people. They constantly seek new ways to make their business more profitable or to discover innovative ventures. Sound practices, in relation to entrepreneurship can result in an increase in earnings, which can make one more competitive. When this happens the urge to create and to be active is kept alive. The emphasis here is on positive action.

Processes: An integrated approach to processes is beneficial since it has the capacity to create an in-depth picture of what entrepreneurship entails. Integrated approach here means unifying the elements, traits, and attributes when possible to an end. A desirable, achievable, and successful result is what individual entrepreneurs seek. The main purpose of this approach is to prepare Caribbean entrepreneurs to better deal with all the complexities that will surface as they move through the processes. The patterns in the processes are not always linear, so Caribbean entrepreneurs should be prepared to look for different combinations of practices that will eventually be gainful. This approach can also help them to accept, understand and value the interconnections and complexities that are part and parcel of entrepreneurial processes. It also can help them to deal with the risks and problems that surface along the way. Challenges are inbuilt into entrepreneurial practices and processes. Success depends on the interaction among the entrepreneurs and their customers in the same way as the interconnection between the elements, traits, and attributes. Both can determine what measure of entrepreneurial performance Caribbean entrepreneurs can have, regardless of where the business is located.

Some Suggestions: The following suggestions are directed to Caribbean entrepreneurs. They are based on an evaluation of the findings and are linked to the implications noted above. Caribbean entrepreneurs should:

- Identify publicly funded initiatives aimed at Caribbean entrepreneurs with a view to getting financial assistance for present and future entrepreneurial activities.
- Seek out educational information that will allow them to access training and skill development for Caribbean entrepreneurs.
- Find out whether there are government initiatives that sets up loan guarantee schemes for Caribbean entrepreneurs. Follow through according to their needs.
- Develop partnership engagement programmes with other Caribbean entrepreneurs in the same location and elsewhere.
- Establish mentoring support programmes in the Caribbean communities via business-to-business networking workshops and community events.
- Keep in mind that as a business owner, they need to be passionate and active; and be responsible for customer satisfaction.
- Be determined to keep the entrepreneurial alive despite risks, challenges, obstacles, and discrimination.

8.7 Future Research

The suggestions made for future research are based on three main areas – (1) addressing a research question; (2) identified limitations and (3) expansion of the emergent model.

Addressing Research Question 4: This question looked for contrasting cultural views within Caribbean perspectives as against non-migrant Britain entrepreneurship. I did identify some contrasts, but there is need for an in-depth comparison. The units can be examined within a broader theoretical framework, using a different research approach, for example, a mixed methods approach. A contrasting analysis is able focus on specific differences and bring a deeper understanding of the two groups of people being analysed.

Identified Limitations: Three (3) of the twenty (20) participants are female. This gender imbalance resulted from the convenience and snowballing non-probability sampling methods. Female entrepreneurs can be well represented in another study by using another non-probability sampling method - purposive sampling. Also, a future study can focus directly on gender in entrepreneurship. This should be able to provide a variety of gender-based perspectives.

This is a qualitative study that utilised a case study slant. It sought to understand the meanings of Caribbean entrepreneurs lived experiences. Future research can consider making use of hermeneutic phenomenology for a similar investigation. This can provide a deeper understanding of participants' lived experiences

Expansion of Figure 7.1: The representation of findings that is shown in Figure 7.1 emerged during the data analysis phase of the study. I consider it as the beginning of a more substantial representation of the procedures, processes and practices that govern entrepreneurial activities. For future research, this representation of findings can be further developed, under a *survival* theme, to demonstrate the complexities that are fundamental to entrepreneurship. Additionally, future research can be carried out by considering the interrelatedness that exists among the core elements, or the traits, or the other attributes, or a combination of any two aspects. Also, more and

more researchers are carrying out studies based on entrepreneurship. Future researchers can use Figure 7.1 as the base from which they can construct several research questions. I contend that there are several further research opportunities that are possible because of the many features that make up entrepreneurship.

8.8 Some Final Thoughts

On completion of this study, it is quite clear that entrepreneurship is complex phenomenon. Above and below each layer, are other layers with multiple dimensions. It is therefore understandable why the participants in this study and the many literature accounts on entrepreneurship are unable to provide single explanation of entrepreneurship.

Caribbean entrepreneurs do not share the same privileges as the non -migrant Britain entrepreneurs. They suffer discrimination, racism and marginalisation on a scale that hinders their entrepreneurial progress. However, they have managed to create and maintain successful businesses in London, although this success is not on par with that of the non-migrant British entrepreneurs. Still, they continue to cater for Caribbean communities by offering Caribbean-styled goods and services in a friendly Caribbean environment. Their passion, determination, culture, and resilience are the factors that keep them on the entrepreneurial trail.

Caribbean entrepreneurs, like other migrant entrepreneurs have demonstrated how their cultural orientation has influenced their entrepreneurial activities. They have seen the importance of keeping Caribbean values and traditions as part of their business lifestyle. In the interviews, these words and expressions came up repeatedly: *informal setting, trust, relaxed, happy, comfortable, family atmosphere, courtesy, a cultural experience, and an at-home approach*. These expressions are typically Caribbean. This is not to say that the non-migrant British entrepreneurs do not make use of these situations. What is different and unique about Caribbean entrepreneurs is *how* they create these settings using their culture and make them work in an environment that is far away from the physical Caribbean location.

This research exercise has shown entrepreneurship as being akin to a game that has several components: the survival game and the surviving game with many players. All the components are interrelated and interdependent. They are working towards the same goal – success. This implies that there are neither winners nor losers, but a unified group of players who are trying to reach the finish line. All the components need each other to succeed. This is the idea behind Figure 7.1. If the suggestions presented in this research are taken on board, Caribbean entrepreneurs are well on their way to becoming successful entrepreneurs, even against the odds.

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Appendix I: Letter of Introduction and Interview Request

University of Gloucestershire

The Park, Cheltenham

GL50 2RH

Email: [REDACTED]

Tel: [REDACTED]

1st April 2019

Dear Sir/Madame

Re: Interview Request

My name is Marlon Robinson. I am a PhD student at the University of Gloucestershire. This letter serves to request your participation in my semi-structured interviews. Your responses are important to help me to collect data and enable me to gain a better understanding of Caribbean entrepreneurs in London.

The interview should take no longer than 45 minutes to complete.

I will keep all data private and secret. I will keep data in a locked office and only the research team will have access to the data. All data will be kept anonymised. Once we have finished the study, I will present the results in my PhD thesis, conferences

and publish in an academic journal. When I publish the results, your businesses will be identifiable by name.

Thanking you for your time.

Please tick the box as consent of your participation in in the interview.

Yes

No

Marlon Robinson

PhD Research Student

Appendix II: Semi-structured Interview Schedule

Caribbean Entrepreneurship

This interview schedule consists of a mixture of closed and open-ended questions. The closed questions are used to establish personal details and background information that are relevant to the research. The open-ended questions are used to investigate participants' perceptions of their entrepreneurial experiences.

Personal Details

1 Name.....Date:

2 Gender:

3 Position / Job Title:

4 Name of Business:

5 Location:

6 Type of Business Sole Trader Partnership Limited Company

7 No. of Years (in the position named in 3):

8. Total no. of years as an entrepreneur:

9. Nationality: Tick one of the boxes.

Caribbean-born Naturalised Britain Britain-born

General Details:

Location prompts

- Why did you choose this location?
- What are the advantages of being in this location?
- What's so special about this area?

Customer Profiling

- Generally, what is the ethnic composition of your customers?
- Do you have to cater for each group?
- How do you target new customers?

Customer care

- How do you care for the customers?
- Why do you use this specific approach?
- How do you use feedback from customers?

Market Awareness

- Are you aware of the competition?
- Are you aware of the competition in the market?
- Who are your followers?

Economic conditions

- What are the economic conditions that influence your business?
- What is your pricing strategy?

Products

- What good and services do you provide?
- Why do you choose this particular product or service?
- Is this product available elsewhere?

Finance

- How were you able to start up in terms of your funding?
- Are you looking for funding to expand the business?
- Is your business able to maintain itself?

Environment

- What obstacles and challenges in the business environment does your business face?
- If you had a business in the Caribbean? How is it different?

Perception of Entrepreneurship

- How would you explain entrepreneurship?
- Is there a strategy used in your style of entrepreneurship?
- What are the key features of entrepreneurship?

Supplementary

- Is there anything else that you would like to highlight that was not raised in the interview schedule?

Appendix III: Documents used and schedule

1. Global Entrepreneurship Monitor Report GEM (2020).
2. The Institute of Directors Report on Migrant Entrepreneurship (2016).
3. Report on Ethnic Minority Business in the UK: A Review of Research and Policy Developments.
4. Researching African Caribbean business in London.
5. Migrant Entrepreneurs: Building Our Businesses Creating Our Jobs.
6. European Commission Green Paper: Entrepreneurship in Europe

Document Selected

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Type of Document:

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Appendix IV Observation Schedule

Entrepreneur Respondent	Date	Time	Description notes on observations	location	Non-Participation	Turnover
			See Field notes on: Operations Personality traits Marketing Business Risks Business atmosphere Culture Location Opportunity Innovation Customer Care			