

Cross-sectional, qualitative in-depth interviews to understand the success factors that Durban-based start-up business owners perceive as vital to grow from infancy to adolescence in the organisational life cycle, using the Concept of Key Success Factors by Grunert and Ellegaard (1992).

Dylan Powell

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Varsity College Westville

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Supervisor: Sharon Ballack

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Declaration

I hereby declare that the Research Report submitted for the IIE BCOM Honours degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

Dylan Powell

Abstract

Why is there such a high failure rate with start-up businesses, in the initial stages of operation, in Durban, South Africa? To answer this question, the current study uses a sample of four Durban based start-up business owners that have successfully grown a start-up business from the infancy to adolescence stage of the organisational life cycle. The study uses in-depth interviews to gain in-depth perceptions on what the participants believe as the most common challenges faced by these start-up businesses and how their businesses managed to avoid or deal with these challenges and achieve successful growth to adolescence. The current study is influenced by The Concept of Key Success Factors by Grunert and Ellegaard (1992) and after collecting responses from the participants, the study develops a success factor narrative to assist future entrepreneurs to increase their start-up business knowledge and increase their chances of achieving success. The findings point to financial challenges, personal sacrifices and marketing and staff issues, whilst establishing that possible success factors include utilising professional advice, gaining access to capital, developing staff, finding a niche market, knowing your customers and staying innovative.

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1 INTRODUCTION

1.1 Title

Cross-sectional, qualitative in-depth interviews to understand the success factors that Durban-based start-up business owners perceive as vital to grow from infancy to adolescence in the organisational life cycle, using the Concept of Key Success Factors by Grunert and Ellegaard (1992).

1.2 Background

Start-up business success factors is a relatively new field of research and therefore did not contain much history or evolution but with regards to the business environment, challenges have grown as a determinant of management processes and theories. *The Concept of Key Success Factors*, by Grunert and Ellegaard (1992), is a seminal source of research in the field of general success factors and has been used by the researcher as the theory behind the current study to adapt the general theory to start-up businesses (Grunert & Ellegaard, 1992). This pivotal source of theory, within the field, outlined “four views on key success factors” and recognised “five sources of critical success factors” based on previous research in the field (Grunert & Ellegaard, 1992, p. 2). This theory assisted in understanding important concepts to be aware of in the field of study. These concepts included entrepreneurship, information systems, strategy research, auxiliary skills and resources, industry characteristics (Grunert & Ellegaard, 1992, pp. 2-7). It was important, in the current study, to be aware of the absence of entrepreneurial traits in this theory.

Kanchana et al (2013) supported this research and outlined 14 challenges that may be faced by new entrepreneurs throughout this growth period (Kanchana, et al., 2013). On the other hand, a large amount of recent research has been conducted that focuses on success factors but the vital study that assisted in understanding the position of the current study in this field of research, was a qualitative study by Ahmed (2013). This study outlined the importance of management, a vital concept in the field of research, and how it changed to ensure relevance in different stages of the organisational life cycle (Ahmed, 2013). Overall, with past research in mind, the researcher ensured the current study could advance the current line of academic

enquiry and adapted the theory to future start-up business in the Durban area and an everchanging business environment.

1.3 Rationale

The researcher was driven to carry out this study because the researcher read that there was a “great discrepancy in the literature as to which variables do in fact lead to success or failure of small businesses” (Marom & Lussier, 2014, p. 63). The researcher also conducted this study as the researcher is a Durban-based entrepreneur who had attempted to grow a start-up business from the infancy stage to the adolescence stage of the organisational life cycle in the past and failed. The researcher was not alone because Salamzedah and Kesim ([s.a.]) explained that start-ups fail early and less than 33% of them make it to the adolescence stage of the organisational life cycle (Salamzadeh & Kesim, [s.a.]). The researcher was also in the process of growing two other start-up businesses to the adolescence stage, and due to the past failure and current challenges faced, realised how there was not enough knowledge and general assistance based around business models and success factors to use in a volatile environment, such as Durban. The researcher realised that entrepreneurs in Durban were ill-informed on growing a start-up successfully and were ill-informed of the challenges they may face externally and internally, within Durban, that may cause them to fail. The researcher believed that Durban-based success factors provided by the findings of this study may be able to raise the confidence levels for Durban’s entrepreneurs to create start-up businesses and grow them successfully.

1.4 Relevance

The study and its results are relevant to the management field of study, the society within Durban, businesses in Durban and potential start-up businesses in Durban. This study is relevant to the management field of study because entrepreneurial education is still in its initial stages in Durban, using an 80 percent start-up failure rate as reference (Burrows, 2014), meaning that parts of the Durban population may not have the know-how or relevant assistance to pursue a start-up business idea. Because the study was based in Durban, the findings are most applicable within this context, with the possibility of other South African start-up businesses in other cities to make use of the findings. By understanding theory and literature, applied in a localised context, Durban, and the perceptions of experienced business owners

who have successfully grown a start-up from infancy to adolescence, the findings may improve understanding and application of start-up business theory by Durban based start-up business owners.

This study is relevant to society because it will assist Durban based entrepreneurs to notice the potential growth that can be experienced in the Durban economy and the potential profits that can be made due to the environment being conducive to expansion. Kunene (2008) stated that in South Africa the enterprise density was low at two percent, which showed this potential (Kunene, 2008). It is also important for the society because the findings may assist start-up creation levels to rise in Durban, potentially improving the economy and creating jobs in an environment faced with high unemployment rates. This study is important to businesses and potential businesses in Durban because it may allow entrepreneurs to understand the challenges and the effects of economic and environmental factors and changes in South Africa, that they face in Durban, along with the high interest rates and weakening exchange rates (Kunene, 2008). This awareness of external and internal factors, provided by the study, may assist current start-ups and future start-ups in Durban to increase profits and be more successful when growing from the infancy to adolescence stage in the organisational life cycle.

1.5 Problem Statement

The problem that this study was based on is the perceived lack of understanding, by Durban based start-up business owners, of vital success factors that assist with business growth from infancy to the adolescence stage in the organisational life cycle. This caused hardships for these entrepreneurs to succeed in business and achieve their organisational goals within a volatile, uncertain, complex and ambiguous (VUCA) environment (Horner, et al., 2010). According to the *Mail & Guardian* newspaper, almost 80 percent of start-up businesses in South Africa fail within the first three years (Burrows, 2014). This is a problem because start-ups are “crucial for economic growth” and creation of jobs to alleviate unemployment (Burrows, 2014). Their lack of understanding of success factors and how to successfully grow from an infant organisation to an adolescent organisation caused them to make early mistakes when operating their business.

The researcher saw this as a problem in need of solving because it may increase the rate of start-up creation in Durban, KwaZulu-Natal, which may contribute to the South African economy

and create new jobs to alleviate the unemployment rate experienced by South Africa. Part of the reason entrepreneurial activity is still low in Durban is due to the high-risk involved. According to Coetzee (2015), KwaZulu-Natal only contained five percent of South Africa's start-ups, showing a low-level of start-up activity (Coetzee, 2015). Improved understanding of success factors for start-ups to grow to the adolescence stage of the organisational life cycle would potentially improve the confidence levels to create a start-up in Durban and ultimately improve the start-up activity and potentially improve the employment rate, as mentioned above. South Africa had reached an unemployment rate of 26.5 percent in the early stages of 2017 and due to an expected rise, could potentially experience an unemployment rate of 28.07 percent in 2018 (Trading Economics, 2017).

This study may assist in solving this problem through the adaption of a success factor theory and perceptions of successful Durban based start-up business owners, explained further on. These findings may assist in providing a detailed understanding of successful start-up growth in the local market of Durban, as well as in a developing country. The findings may assist to improve the confidence of Durban based entrepreneurs to pursue start-up businesses and entrepreneurship to potentially improve the start-up creation levels in Durban. The problem expressed above may be solved by this study due to the focus of the findings within the Durban area and the potential of these findings to assist Durban-based start-up business owners to create future start-up businesses, reach the adolescence stage of the organisational life cycle with current businesses and create jobs in the future.

1.6 Purpose Statement

The purpose of this study was to gain an in-depth understanding of the success factors needed by Durban based entrepreneurs to move their start-up businesses from the stage of infancy to adolescence in the organisational life cycle and produce summarised findings of success factors that can help Durban based entrepreneurs to succeed and improve the entrepreneurship levels in Durban, to improve the city's economy. The researcher aimed to use the perceptions of start-up business owners from a first-hand experience and a theory by Grunert and Ellegaard (1992), the Concept of Key Success Factors (Grunert & Ellegaard, 1992), to adapt the success factor model to offer Durban-based entrepreneurs an effective approach to potentially assist them in achieving successful growth in the early stages of the organisational life cycle.

This study aimed to be descriptive, by describing potentially effective success factors for future Durban based start-up business owners. This study intended to achieve this by conducting international and local theoretical research (secondary sources) and qualitative research, in the form of in-depth personal interviews, to gain the knowledge and unit of analysis for the study. The international theoretical research was gained from various countries to utilise their foreign research and ideas to apply it to the environment and area in question. The area used in this study was Durban, South Africa because it is the area in which the researcher lived and this made access to the participants for the qualitative in-depth interviews easier. This study utilised four relevant interviewees as the accessible sample of the entire Durban-based business owner population to gain insight on the study. The central concepts of the study were start-up businesses, the organisational life cycle, success factors, industry, strategic research, business infrastructure and business challenges. The various core concepts are defined during *Conceptualisation*. The results developed from this study are presented in the form of a summary of quotes and a narrative of the responses by the interviewees. Overall, the current study aimed to interpret key findings from the interviewees' responses by coding this unit of analysis to answer the research questions and central question, to support the theory used in the current study and understand how it was adapted for local use.

1.7 Objectives

1.7.1 Objective 1

To gain an in-depth understanding of Durban-based start-business owners' perception of success factors that are vital for an infant business to grow to an adolescent business in the organisational life cycle.

1.7.2 Objective 2

To gain an in-depth understanding of Durban-based start-up business owners' perceptions of start-up business challenges and the role they play in preventing failure in pursuit of business growth from infancy to adolescence in the organisational life cycle.

1.8 Questions

1.8.1 Research Question 1

What success factors are perceived by Durban based start-up business owners as vital to grow from infancy to adolescence in the organisational life cycle?

1.8.2 Sub-question 1

How do Durban based start-up business owners know the point of successful growth from infancy to adolescence in the organisational life cycle has been achieved?

1.8.3 Research Question 2

What perceived challenges do Durban based start-up business owners encounter when attempting to grow the business from infancy to adolescence in the organisational life cycle?

1.8.4 Sub-question 2

What role do these challenges play in the formulation and implementation of infrastructure and processes within a Durban based start-up business attempting to prevent failure in pursuit of achieving adolescent growth?

2 LITERATURE REVIEW

2.1 Theoretical Foundation

2.1.1 Introduction

Grunert and Ellegaard (1992) recognise that key success factors are used “as a necessary ingredient in a management information system” and include business characteristics, skills and resources (Grunert & Ellegaard, 1992, p. 2). The viewpoints, on success factors involved in this theory, are based on the management information system, strategy research, competitive advantage and market characteristics (Grunert & Ellegaard, 1992). This theory is relevant because it is an extension of a concept of critical success factors by Bullen and Rockart (1981), who state there is an “optimum match between environmental conditions and business characteristics” (Bullen & Rockart, 1981). This relevance can be supported because “modern business moves in a nonlinear fashion” (Sherman & Schultz, 1998) and this helps

entrepreneurs realise that “change has become the normal condition” and past management theories can be adapted in today’s business environment (Tsai & Lan, 2010, p. 2).

2.1.2 Interpretation

The managerial information system and strategy research viewpoints of the theory are focused on for the purposes of this literature review and to code the interviewee responses and establish findings. The Concept of Key Success Factors Theory, within this viewpoint, interprets “five sources of critical success factors”, introduced by Bullen and Rockart (1981) (Grunert & Ellegaard, 1992, p. 5). These consist of the type of industry a company is in, their industry position and competitive strategy, the environmental factors they are faced with, temporal factors and managerial position (Grunert & Ellegaard, 1992, pp. 5-6). The above-mentioned ideas explain organisations as an object within an environment that possesses certain “requirements and limitations” and “threats and opportunities” (Grunert & Ellegaard, 1992, p. 5). This shows how start-up businesses are required to “align their strategy, skills and resources, to achieve success” (Grunert & Ellegaard, 1992, p. 5). This theory explains that success factors can take many forms and be sourced from various areas within a company and its environment.

2.1.3 Relevance to Study

The relevance of this theory is the recognition of different success factors relating to business environments and how a start-up can utilise internal resources and characteristics to achieve success. The concept of flexibility is vital in this study because all challenges faced will require effective application to turn them into opportunities or to continue the path of successful growth (Tsai & Lan, 2010, pp. 7-8). This theory assists the researcher to solve the research problem and achieve the research objectives by ensuring the study is taking their environment into consideration, when understanding perceived success factors for Durban based start-up business owners, and ensuring the market and business characteristics are considered when understanding how the environment is perceived to create challenges and influence success or failure in growth for these start-ups.

According to the theory applied above, the researcher selected appropriate literature to review and interpret the influence and application to the current study. The researcher interprets each

source's findings and how these findings are utilised in the current study and how the current study can overcome the weaknesses of the chosen literature and past studies.

2.2 Conceptualisation

2.2.1 *Start-up Business*

This concept is relevant to the study because start-up business owners are the target of the study and this ensures the research is based on and directed to the correct type of business, a new business in its early stages of the organisational life cycle. A start-up business is explained as a new-born company with the goal to survive and struggle to continually exist (Salamzadeh & Kesim, [s.a.]). This concept is used in the study to define the type of businesses referred to in the sample and population of the study and is the business context on which the findings are based for understanding and application by the readers and further researchers.

2.2.2 *Infancy*

This concept is relevant to the study because it explains a new business and the infancy stage of the organisational life cycle is used as the starting point for the in-depth understanding of successful growth in this study. Infancy is explained as the stage where a business is immature and unable to compete against established rivals (Aregbeshola, et al., 2011, p. 188). This concept is used in the study to define the starting point of the businesses and refers to the sample and helps with understanding the initial contextual base of the research when referring to growth.

2.2.3 *Adolescence*

This concept is relevant to the study because it assists in understanding the goal of a start-up in this study, the end of the start-up growth, where the business has successfully grown to the adolescent stage of the organisational life cycle. Adolescence, based on the definition of infancy above, explains a business reaching the maturity level and ability to compete against established competitors (Aregbeshola, et al., 2011, p. 188). On the other hand, this concept is used in the study to define the ending point of the businesses referred to in the sample (with the intention of growing further) and understand the ending contextual base of the research when referring to growth.

2.2.4 Success Factors

This concept is relevant to the study because it contains the core aspect of the study and the basis of the findings. This concept is explained as the financial and non-financial criteria (Walker & brown, 2004, p. 578), which are needed by start-ups to potentially reach the adolescent stage. This concept is the outline of what needs to be achieved by the study and explains how a start-up could successfully grow from infancy to adolescence in the organisational life cycle. This concept was used in the study to assist in answering the first research question after interpreting interviewee responses (the unit of analyses).

2.2.5 Entrepreneur

This concept is relevant to the study because it explains the owners of the start-up businesses in question and explains how they took advantage of the opportunities in uncertain environments to gain profit (Tsai & Lan, 2010, p. 2). Entrepreneurs are the intended users of the findings of this study to gain insight on the vital success factors in the Durban business environment. This concept is also used in the study to identify the population, define the target population, impact on the unit of analysis and was the target audience for the findings of the study.

2.2.6 Management Information Systems

This concept is relevant to the study because it is the basis of one of the viewpoints on business success factors covered by the central theory within the current study. It is explained as a structured information system containing information of the internal and external environments and data surrounding a business (Grunert & Ellegaard, 1992, p. 5). This concept is used as a coding reference for interviewee responses to compare their responses to the basis of the central theory. It is used to find corresponding and differing responses between interviewees and the theory and served its purpose in assisting to produce the overall findings.

2.2.7 Strategy Research

This concept is relevant to the study because it is a further viewpoint on success factors covered by the central theory within the current study. It is explained as research based on the causality relationship to understand the relationships between success and the causes of success (Grunert & Ellegaard, 1992, p. 8). This concept is used as a further coding reference to compare interviewee responses with the central theory to find omissions and similarities but is also used

to understand the causality relationship that served an important part in producing accurate findings based on the responses provided by the participants. Overall, this causality basis is used when participants explained the actions they put in place to deal with challenges and how those actions lead to success.

2.3 Thematic Literature Review

2.3.1 Introduction

This literature review is used to collect information and establish findings and themes relating to the topic of the current study. The topic of the study is the perceived lack of understanding, by Durban based start-up business owners, of vital business success factors during the growth from the infancy to adolescence stage in the organisational life cycle. With the use of the concepts and definitions in the *Conceptualisation* section of this report, the researcher establishes limitations of the collected literature to direct the study to potentially contribute to research within the field mentioned above (Maree, 2016, p. 28). The literature review adopts a thematic direction of exploration to determine vital themes to include in the data collection and analysis methods during the study (The Writing Center, 2017). The thematic direction of the review outlines start-up challenges, failures, success factors, lean start-ups and business coaching and mentoring as the main themes and will also incorporate a chronological approach to the literature because some of the sources are outdated yet relevant (The Writing Center, 2017). With regards to this approach to the literature review, the literature is interpreted around themes relating to the topic.

Using the problem that the study is based on, the central theory and literature review address it by exploring various success models that can be applied in the Durban business environment whilst establishing how perceived financial success can be determined by this study. This review also analyses various quantitative studies and lack of qualitative findings to show the contribution of a qualitative approach to understand the application of tested success models. The success criteria that is used as a measurement of growth is perceived financial success. Therefore, the theoretical foundation and literature review excludes all reference to life cycle phases beyond the adolescence stage and specific entrepreneur characteristics, objectives and skills whilst assuming successful start-up growth can be achieved by any individual based on the success factors determined in the findings. Overall, the criteria that the researcher uses

to include or exclude literature are sources that relate to challenges, failures and success factors of start-ups but the researcher excludes literature or parts of literature that relate to entrepreneurial skills, characteristics and motives, elaborated on further during the review.

2.3.2 Start-up Challenges & Failures

When considering the challenges and failures faced by start-ups in the Durban business environment, the researcher will begin the review with an outdated source that is still relevant to the study due to its geographical accuracy, as it is based in South Africa. 'Factors affecting SME success factors' by Kunene (2008), assists the researcher by determining internal challenges, macro-environment challenges and external market challenges faced by start-ups in general (Kunene, 2008). The method, sample and population are ignored in this source because the researcher intends to focus on the entrepreneurial success models covered by Kunene (2008) and critically assess the importance of applying most of their constituents. These models find that entrepreneurial skills and motives are important but this study will be ignoring these to focus on the importance of managerial activities, market knowledge and the market itself, as expressed by the same models (Kunene, 2008). The factors from these models will be supported by further literature covered under the following sub-heading, start-up success factors.

The relevance of this source is important to accept because Kunene (2008) conducted his study within the South African business environment. This is a strength with regards to this study because the factors established can be considered accurately due to the researcher conducting the research within a similar environment, Durban, a city within South Africa. On the other hand, the major weakness of this source, with regards to the study, is the high regard placed on entrepreneurial skills, motives and characteristics, within the addressed success models (Kunene, 2008). This is a weakness because this study is ignoring these factors to prove that with certain success factors, any entrepreneurs can achieve successful growth.

In agreement with Kunene and simplifying the challenges to four main areas, is 'Startup Companies: Life Cycle and Challenges' by Salamzadeh and Kesim ([s.a.]), which is undated (Salamzadeh & Kesim, [s.a.]). This source also does not contain any reference to a physical study with a sample, method or population. However, the researcher recognises the importance of this work because it relevantly compares the life cycle of a start-up to the challenges it may face (Salamzadeh & Kesim, [s.a.]). This source finds that the four main areas of challenges

faced are financial, human resources, supporting mechanisms and environmental (Salamzadeh & Kesim, [s.a.]). The current researcher's study will utilise all of these areas, as well as the three phases, recognised by this source, that constitute the infancy stage of a start-up (Salamzadeh & Kesim, [s.a.]).

Due to the findings of this source, the phases in a start-up life cycle and the four main areas of challenges faced, the strength realised by the researcher is that it supplies a simplified approach to explaining the steps in the start-up process and simplifies the challenges faced by start-ups. This approach will be used by the researcher in producing the findings of the current study to be easily understood and applied throughout the Durban business environment, in all industries. On the other hand, the weakness of this study is that it was based in Turkey, a business environment that may vary in many ways to Durban and therefore, the constituents of the different start-up life cycle phases may vary with their availability in Durban, for example, incubators as a financial source. Therefore, the researcher needs to apply the current study locally, to determine similarities between different geographical locations (Kunene, 2008). In accordance with this source, the study by Tsai and Lan (2010), 'Development of a Startup Business – A Complexity Theory Perspective' can be used because it outlines seminal sources involved in understanding the complex environment faced by start-up businesses (Tsai & Lan, 2010). Along with the basic assumptions and main arguments of the studies with regards to start-ups covered above, this source recognises limitations of previous success models that should be avoided in this study (Tsai & Lan, 2010, p. 3). This is important to the study because it can assist the researcher to potentially avoid making the findings of success factor summaries too industry specific. Concentrating on the characteristics of successful start-ups is important due to the volatile environment and variance in industries and organisations and to avoid basing the findings on these characteristics because the infancy of the scientific approach to start-up business success factors can cause inaccuracy (Tsai & Lan, 2010, p. 3).

'Challenges faced by new entrepreneurs' by Kanchana et al (2013), can be used as an extension of the above discussed source (Kanchana, et al., 2013). This source, from 2013, uses the steps in the creation of a start-up to represent fourteen challenges that entrepreneurs will face during this process and throughout their intention to grow to the adolescent stage in the organisational life cycle (Kanchana, et al., 2013). Again, this source is exclusively based on secondary data so it does not contain physical research with a method, source or population.

Therefore, the researcher will primarily focus on the findings or challenges expressed. These steps and challenges can all be constituents of the external and internal challenges discussed above and therefore, the researcher will consider all fourteen challenges as relevant to the study.

Importantly, as the strength of this source, it refers to various global reports and the large amount of countries they are based on, showing the potential multi-contextual application of these challenges and the consideration of different environments where these general challenges can be faced (Kanchana, et al., 2013). On the other hand, the weakness of this source is its reference to these challenges taking place at all stages of the organisational life cycle. This will be overcome by the researcher's study because the researcher will only consider these challenges in the infancy-to-adolescent framework of the organisational life cycle.

With regards to the challenges and failures that need to be overcome by start-ups, the success factors that need to be implemented are covered by Chowdury et al (2013), in 'Success Factors of Entrepreneurs of Small and Medium Sized Enterprises: Evidence from Bangladesh', where Chowdury et al (2013) recognise the factors that need to be considered and focused on to turn failures into success (Chowdhury, et al., 2013). This source recognises demographic factors and environmental factors as important to consider when attempting to create and successfully grow a start-up business (Chowdhury, et al., 2013, p. 41). This source uses a sample of 87 entrepreneurs from the South Region of Bangladesh, from a population of all the entrepreneurs in this area, and collected their data with the use of a questionnaire (Chowdhury, et al., 2013, p. 43).

This source can be applied to the present study since the researcher will use the findings of the quantitative correlative study as a basis for examining this topic from a qualitative perspective (Chowdhury, et al., 2013, p. 46). This is important because the study will refer to various factors and the researcher will need to incorporate levels of importance for entrepreneurs to compare. The researcher notices that this source is only based on the demographic and environmental factors in a start-ups path to successful growth and the current study aims to overcome this by referring to factors that are found in a larger number of different environments, as covered above, to understand similarities between industries.

A more recent source of research, in this theme of challenges and failures, called 'Daring to survive or to grow? The growth aspirations of survivalist entrepreneurs in South Africa', by

Choto et al (2014), assists the researcher by referring to the various reasons why entrepreneurs start businesses and the challenges they face (Choto, et al., 2014, pp. 95-97). The challenges recognised by this study are financial, infrastructural and governmental (Choto, et al., 2014, p. 99). Because the current study will ignore the entrepreneurial motives and objectives, the study can utilise this source with regards to the simple framework of challenges it depicts. The source, with the use of a sample of 100 entrepreneurs in South Africa, utilised semi-structured in-depth interviews and questionnaires to adopt a mixed-method approach (Choto, et al., 2014, p. 97). This method shows the importance of qualitative methods within this field. As a result, this source will refer to the 'Challenges faced by survivalist entrepreneurs' diagram to further the understanding and application of a simple framework in the current study.

This source supports this study and can be applied to the study because it is locally based, in South Africa, and produces a simple and general challenge framework that can be applied to the current research. These challenges can possibly be joined with other models to incorporate challenges into the findings of success factor summaries. On the other hand, this source's weakness in being applied is that it focuses on the entrepreneur's motives and objectives when creating a start-up and this study is ignoring these factors because the researcher believes any person could be a successful entrepreneur. The present research also, with reference to this weakness, believes that all entrepreneurs are aiming to achieve successful growth and therefore, the entrepreneur's motives or objectives can be ignored.

Lastly, with regards to start-up challenges and failures, and leading to the success factors needed and covered ahead, is study 'A Business Success Versus Failure Prediction Model for Small Business in Israel' (Marom & Lussier, 2014). This source, used a sample of 205 small businesses out of the population of all small businesses in Israel to test the validity of Lussier's 15 variable model in Israel and globally (Marom & Lussier, 2014, p. 63). Marom and Lussier used a questionnaire to collect their data from their 247, later became 205, small businesses in Israel (Marom & Lussier, 2014, p. 69). The source tested Lussier's model in Israel and this is important to consider for this study because the researcher can follow a similar act by applying certain models to the Durban start-up business environment. This will not be done quantitatively, but rather relying on in-depth personal descriptions from participants to make sense of the similarities between geographical locations.

The strength of using this source and approach, is that this source collected data from failed and successful small businesses and this method and approach will be considered and applied to the current study. In agreement, the researcher will use this approach to hopefully reveal different perceptions. On the other hand, the source explains that Lussier's model has only been applied to four countries and this does not show its application potential in different locations and markets and if the challenges that were assessed are relevant in a volatile environment like Durban (Marom & Lussier, 2014, p. 74).

2.3.3 *Start-up Success Factors*

Following on from the failures and challenges that start-up businesses face, the researcher will apply a study by Walker & Brown, called 'What Success Factors are Important to Small Business Owners?' (Walker & brown, 2004). This source is seminal because it introduces a different concept to the study, one that the researcher will consider when collecting data around the importance of the different financial success measures (Walker & brown, 2004). This study introduces the idea of the business owners' perception of different success factors and the importance of these may vary from business owner to business owner (Walker & brown, 2004, p. 577). The source also considers non-financial measures of success but these will be ignored by the current study, as mentioned above. This source conducted a study on 290 owner-managed business owners from a population of all of the business owners within Western Australia, by means of firstly using qualitative semi-structured interviews on 11 of the participants before applying questionnaires to the entire sample (Walker & brown, 2004, p. 582). The findings by this source support the researcher's quest to utilise financial measures of success for the study, finding that their respondents slightly favoured the financial success response (Walker & brown, 2004, p. 586).

Because of the above-mentioned outcomes of the source, the strength of the source for application in this study is the reassurance of the importance of financial success measures for the findings of this study. The weakness that this study needs to overcome is the finding, from this source, that start-ups can be different sizes and their sizes are perceived to affect their success factors. This study will attempt to overcome this weakness by ensuring that the findings can be applied across different industries, as mentioned above, and across various sizes of start-ups.

Due to the reference to sizes of start-ups above, the researcher needs to consider the pre-startup phase of the organisational life cycle and the perceived affect it may have on the size of the start-up and the growth or decline experienced between the infancy and adolescent stages. With regards to this, the researcher will utilise a study by van Gelderen et al, called 'Success and Risk Factors in the Pre-Startup Phase', in 2005 (van Gelderen, et al., 2006). This source is seminal because the pre-startup phase is perceived as vitally important to consider with regards to potential growth and success and this consideration is still relevant in 2017, the year of the study. This source recognises the first success of a start-up as its birth (van Gelderen, et al., 2006, p. 365). The source conducted a longitudinal study on 517 entrepreneurs in the process of setting up a start-up and these were taken from the population of entrepreneurs in the Netherlands, excluding all start-ups already operating (van Gelderen, et al., 2006, p. 370). This source found, from interviewing the sample, that the four factors that determine the potential for a start-up to success or fail is their business plan, the amount of time they have available to work on or in the start-up, the risk of the market and the start-up capital they have access to (van Gelderen, et al., 2006, p. 372).

This study will use this source to apply the importance of the initial start-up phase in the interview process during data collection. The researcher will ensure the participants to not ignore this phase, even when only considering the infant to adolescent stages. The weakness of this source that this study needs to overcome is that the findings are very geographically concentrated and may not be similarly applicable to Durban based start-ups due to the specific statistics that were used and produced. This study is aiming to find similarities in contexts and may need to overcome this by adapting them to the Durban business environment.

To move towards a more contextual similar approach to success factors, a source by Boyer et al, called 'Critical success factors and performance measures for start-up social and environmental enterprises', in 2007-2008 (Boyer, et al., 2008). The source is an old source of information but it is seminal because it includes a support structure for six months during the study that it conducts. This support from the corporation that conducted the study was used to measure the difference in start-up results with the application of assistance and support from professionals (Boyer, et al., 2008, p. 19). The population of the study was all the attendants of the SEED workshop and their sample was the winners of awards that they awarded. These award winners were interviewed face-to-face and then followed up with telephonically or by e-

mail, 6 months later, after the application of the support (Boyer, et al., 2008, p. 18). The findings of this source were 8 critical success factors and 14 key performance indicators (KPI's) to measure their success (Boyer, et al., 2008, pp. 4-6). This study will refer to these factors and indicators and therefore, will not ignore any of them in review.

This source will be applied to this study because its strength is its recognition for business support, as mentioned above and later in this review, business coaching and mentoring will be discussed. This study is also basing its data collection on three participants who are business coaches and therefore, KPI's from this study are important to consider. The weakness of this source was that the participants were of various nationalities and the language barriers may have caused a misunderstanding of their responses, causing problems with data analysis and findings. This study will overcome this by ensuring all participants are English-speaking (the language of the researcher) and all responses are recorded correctly (Boyer, et al., 2008, p. 19).

Before extending on the factor of business support, coaching and mentoring, the researcher further reviewed more literature on success factors. A study by Song et al, 'Success Factors in New Ventures: A Meta-analysis', in 2008, conducted an empirical study on a sample of 11 259 technological start-ups from the population of all technological start-ups created between 1991 and 2000 in the United States (Song, et al., 2008, p. 7). Although this source is outdated, it is still relevant to the current study because it recognises 24 success factors for new ventures. Only 20 of these will be relevant to the current study because 4 of them are related to entrepreneurial skills and knowledge.

The current study can use this source because the model covered in the findings can be applied to the Durban environment as a potential model to follow or use as a reference. The limitation of this study that the current study will overcome is the study's inability to include failed start-ups, whereas the current study will interview three failed entrepreneurs, harnessing the importance of their perceptions (Song, et al., 2008, p. 17).

Another source that contains similar limitations to Song et al's study is a study conducted by Chittithaworn et al (2011), called 'Factors Affecting Business Success of Small & Medium Enterprises (SME's) in Thailand' (Chittithaworn, et al., 2011). This study used a sample of 180 SME's in Thailand from the population of all of Thailand's SME's and conducted a questionnaire using a likert scale to record their responses (Chittithaworn, et al., 2011, p. 182). The study

found that business success is perceived to be affected by resources and finance, strategy, the way of doing business, among other factors excluding the entrepreneur characteristics for this study (Chittithaworn, et al., 2011, p. 183).

This study can be applied to the current study by utilising these success factors as ideas when creating and conducting the in-depth interviews during data collection. A limitation of the study that the current study must overcome is again, the failure of the study to use failed SME's in the data collection, for their perceptions, as well.

To make sense of the success factor theme and explain the relevance of the organisational life cycle in the perception of the factors, the researcher will review a study by Ahmed (2013), called 'Management System and Organisational Life Cycle: A Qualitative Study' (Ahmed, 2013). This study conducted 19 qualitative interviews on a sample of Tunisian food sector businesses from the population of all Tunisian food sector businesses (Ahmed, 2013, p. 453). This study found that different components of management are relevant for success at different phases in the organisational life cycle and the current study can utilise this source by interviewing the participants with questions relating to the two phases interpreted in the current study, infancy and adolescence. This will be important to analyse the successful growth between the two. The weakness of this source which may be a limitation for the current study is that the Tunisian study is based on Tunisian businesses and the success factors referred to may relate to companies that are in later stages of the organisational life cycle and not start-ups.

2.3.4 The Lean Start-up

After interpreting the challenges, failures and success factors, the researcher can begin to interpret perceived successful start-up business models. The business model that will be analysed by the researcher is the lean start-up model, explained by Blank (2013), in an article called 'Why the Lean Start-up Changes Everything' (Blank, 2013). The most important features of this model to consider for this study is the build-measure-learn loop that entrepreneurs will use to achieve success (Blank, 2013). This feature works together with the other feature of the "the fallacy of the perfect business plan" which Blank explains is the perceived loss of importance of planning for start-ups. Besides having a vision, Blank explains that the lean start-up model can be used by entrepreneurs to attempt business activities and can use mistakes and failures as a step in achieving success by creating the ideas, measuring the outcomes and learning from these to improve the following times (Blank, 2013). A study by Ghorashi (2015),

called 'Challenges of the Lean Start-up Method: Entrepreneurial Knowledge Management during the BML-Loop' finds that independent start-ups do not have the capabilities to measure their actions and learn from them through applying knowledge management effectively (Ghorashi, 2015, p. 1). The source used a sample of 6 German start-ups to interview or conduct questionnaires with, from a population of all start-ups in Germany due to the different industries focused on (Ghorashi, 2015, p. 5). This study can be applied by the current study by using a similar framework of lean start-up factors and processes to conduct the questionnaires and gain the perceptions of the participants on this method of business learning. The limitation of this study that will be overcome by the current study is the need for the researcher to be able to interpret start-up capabilities to match success factors with these and not produce findings that are ineffective or unattainable by start-ups in Durban (Ghorashi, 2015, p. 7).

2.3.5 Business Coaching & Mentoring

The last source review by the researcher, and that is incorporated in the theme of the lean start-up due to organisational learning being integral to the business coaching and mentoring process, is a study by Crompton (2012), called 'The effect of business coaching and mentoring on small-to-medium enterprise performance and growth' (Crompton, 2012). Only one study from within this source will be reviewed. This study used a sample 200 SME's, where half of them had used business coaching and the other half hadn't, from a population of all SME's in Melbourne (Crompton, 2012, p. 16). This study used a cross-sectional survey to interpret the influence business coaching has on SME performance (Crompton, 2012, p. 16). This study found that business coaches positively influence SME success by acting as advisors and "sounding boards" (Crompton, 2012, p. 21). This study can be applied by the current study because the current study will attempt to achieve similar results with a qualitative method to achieve a more in-depth finding of business coaching influence and a different perspective.

2.3.6 Conclusion

To conclude, this study uses the various perceived challenges and failures, covered by the local literature from Kunene (2008) and Choto et al. (Choto, et al., 2014) and other various international sources. Furthermore, the study covered success factors to solve or prevent these challenges and failure interpreted from the literature by Walker and brown (2004), van Gelderen et al (2006) and various others that include the involvement of the organisational life cycle by Ahmed, in 2013 (2013). The study also analyses the importance and relevance of the lean start-

up model, deduced from the literature by Blank (2013) and Ghorashi (2015) and business coaching and mentoring, deduced from the literature by Crompton (2012), for Durban based start-ups to achieve successful growth from infancy to adolescence.

The study incorporates the Concept of Success Factors Theory, covered by Grunert and Ellegaard (Grunert & Ellegaard, 1992), whilst interpreting the various factors and models addressed above because the features and outcomes of the theory ensure that the researcher and participant responses are always focused on success factors. The problem that this study is based on is the perceived lack of understanding, by Durban based start-up business owners, of vital business success factors during the growth from infancy to the adolescence stage in the organisational life cycle. The researcher uses the literature and the central theory to solve the research problem by using past studies from various geographical areas and applying their models and findings to the sample of interviewees' responses and the Durban business environment. The researcher expects the produced findings to potentially improve the understanding of success factors for Durban-based entrepreneurs and potentially improve the confidence of these entrepreneurs to create further start-ups and improve the Durban economy in the volatile environment.

The researcher keeps this in mind when analysing the literature because the findings of the current study need to be flexible and applicable to start-ups in a volatile environment to be effective in Durban. Overall, the researcher will ensure the study overcomes the various limitations mentioned above to make a significant, qualitative contribution to the current topic and field. The researcher will ensure that the themes of the various studies are considered throughout the current study and any factors or findings outside the above-mentioned scope are ignored to ensure the integrity of the study is kept.

3 RESEARCH DESIGN AND METHODOLOGY

With previous research and the central theory in mind, the researcher decided to conduct the study with the intention to create meaning and generate understanding in the start-up business field. The researcher decided to conduct the study by use of qualitative in-depth interviews to gain the perceptions of four business owners who have successfully grown businesses from

the infancy to adolescence stages of the organisational life cycle. The researcher intended to produce trustworthy findings that could initiate future research and provide a different approach to the past findings that were based on entrepreneurial and personal traits.

3.1 Research Paradigm

The selected paradigm for this literature review and current study was the interpretivist research paradigm due to the qualitative method utilised by the study. The review used this paradigm to construct meaning (Maree, 2016, p. 60). This was important for the current study because the researcher required business owners' opinions of the perceived success factors needed to successfully grow a start-up business (Maree, 2016, p. 60). The researcher used these perceptions, based on experience and socially constructed meaning, as a factual base to direct the study to produce subjective interpretations of success factors. This paradigm was chosen instead of the critical realism approach because it applied past experiences and perceptions, as they are, instead of having used them to find out what is wrong with current perceptions and to change society's views (Maree, 2016, p. 63). This paradigm was used instead of a positivist approach, as mentioned above, because the review and study used business owners' perceptions and ideas as the factual base for the findings instead of the objective and predictive approach of positivism (Maree, 2016, p. 22). Furthermore, this study avoided identifying correlations and relationships, therefore the positivist paradigm was irrelevant to the study. Most sources that were reviewed used a positivist paradigm and quantitative approach so the researcher wanted to understand the topic from a different perspective to gain different insights.

When considering the interpretivist paradigm, the researcher needed to be aware of the "paradigmatic assumptions" involved: epistemology, ontology, meta-theory, methodology and axiology (Maree, 2016, p. 34). Firstly, the epistemological assumption explained the subjective stance adopted when applying the interpretivist approach to the research study (Maree, 2016, p. 33). This assumption ensured the researcher discovered the participants' experiences and perceptions and empathetically disclosed these as factual findings (Maree, 2016, p. 67). Secondly, the ontological assumption explained how the researcher used the various abstract perceptions and experiences from the participants and constructed a general and singular outcome, objectively, as a product of their various views (Maree, 2016, p. 33). This assumption was vitally important for the study because it assisted the researcher to understand if the various perceptions could have been objective in their contexts or collectively objective (Maree,

2016, p. 57). The ontological idealism position was used to explain that “reality is only knowable through the human mind and through socially constructed meanings” (Maree, 2016, p. 58). An example of this was when the researcher interviewed the participants and used their perceptions as reality and to understand the meaning of success factors to Durban based start-up business owners.

Thirdly, the meta-theoretical assumption explained how the researcher was able to analyse the theory used in this study and the theories referred to by the various literature and determined how these theories could be applied to Durban, the location base for the study (Random House Inc., 2017). The researcher wanted to gain a subjective, localised contextual understanding of the topic which was why the study only focused on Durban based business owners, due to their experiences and perceptions being subjective and possibly different to those in other parts of South Africa. Fourthly, the methodological assumption explained the qualitative approach of the study was used by the researcher to assist in choosing the qualitative data collection and analyses techniques and tools (Maree, 2016, pp. 36-37). Based on the purpose and scope of the current study, the methodological assumption ensured that the researcher used a non-experimental research design with a descriptive approach to describe the perceptions of success factors, provided by the responses received through the personal in-depth interviews, utilised by the researcher (Maree, 2016, pp. 36-37). This assumption ensured these interviews were used as the collection method to ensure the implied data was collected, the unit of analyses, and the correct data analysis technique was used.

Lastly, the axiological assumption explained what the researcher and study valued the most with regards to the research that took place and the exploration of the literature in this review (Encyclopedia Britannica Inc, 2017). With regards to the interpretivist paradigm, the axiological assumptions ensured that the researcher was not judgemental when interpreting the literature and interpreting the participants’ responses. In other words, the researcher understood that everyone’s interpretation was unique and this uniqueness must be valued. Therefore, generally more than one interpretation of a subject, and each of the participant responses needed to be examined in this way.

3.2 Research Design

The research design used in this study was qualitative research. Qualitative research “seeks answers to questions by examining various social settings and the individuals who inhabit these settings” (Berg, 2007). This was vital for the current study because it aimed to gain an in-depth understanding of the perceived success factors needed to grow a start-up business, in Durban, from the infancy to adolescence stage of the organisational life cycle, by interviewing business individuals in the local area. The qualitative approach, instead of quantitative, was relevant to the study due to the use of the accessible sample’s perceptions, first-hand opinions, interpretations and the application of these to produce the findings.

The timeframe used for the current study was cross-sectional. This timeframe explained that the study was descriptive and studied “a situation at one particular time” (WebFinance Inc., 2017). This was relevant to the study because the researcher had a short period of time to conduct the research, as it only took place in 2017. The current study was descriptive because the participants were studied without any manipulation, as they are, to attain an in-depth understanding of their current perceptions and opinions to describe their perceived success factors (Maree, 2016). The current study was empirical because it was based on observing the participants’ responses and using them as evidence to interpret and produce findings to answer the central research question, in relation to the central theory (Explorable, 2017).

The reasoning used in this study was deductive because it used past theory, the Concept of Key Success Factors, and applied it to the interviewees’ responses to deduce the perceived success factors for Durban based start-up business owners, to grow their start-up from infancy to adolescence. This theory was applied to the interviewee responses to assist in coding the data and interpreting findings and answers to the central research question.

3.3 Population

The population and sample used in this study was solely based on successful entrepreneurs and Durban based start-up business owners to ensure focus was applied to success factors when collecting the unit of analysis for the current study. The researcher had chosen this population because it was the group that the current study intended to understand and was seen to be able to provide the most relevant information for the study.

3.3.1 Target Population

The target population utilised in this study was all Durban entrepreneurs that had successfully reached the adolescence stage of the organisational life cycle with a business in Durban.

3.3.2 Accessible Population

The accessible population was made up of Durban-based start-up business owners within the social circles of the researcher. This accessible population had been chosen because it was a subset of the target population and the researcher had easy access to it.

3.3.3 Key Parameters of Population

The accessible population was aimed to be any age, gender, race or culture and the researcher aimed to use a variety of men and women of different ages, races and cultures in the accessible sample. The accessible population of business owners was utilised because they had previous experience of the challenges and successes in the Durban business environment, in the early stages of growth.

3.4 Sampling

The accessible sample was chosen with a non-probability sampling method because this study was qualitative (Maree, 2016, pp. 85-86). The method that was used to choose the accessible sample was the purposive method because the researcher had gained access to the interviewees through mutual acquaintances and they were easily accessible (Maree, 2016, pp. 85-86). The accessible sample consisted of four business owners in Durban because this provided an internal approach to understanding the successful growth of start-up businesses and four opinions was substantial enough to gain an in-depth understanding from different viewpoints. Four participants were used because the researcher was under substantial time constraints. The accessible sample of four participants was adequate and did not contain too many responses that could have caused data saturation (Maree, 2016, pp. 83-84). They were easily accessible because the four business owners were introduced to the researcher through mutual acquaintances, as mentioned above. The accessible sample was found in the accessible population above and contained the same characteristics as the population. The sample consisted of human beings and therefore their responses were used as the unit of analysis.

3.5 Data Collection Method

The data collection method used in this study was the use of qualitative, in-depth personal and unstructured interviews (Maree, 2016, p. 93). The researcher, after selecting the interviewees based on the accessible sample, designed and created the interview questions that ensured collection of specific and relevant data. These interviews comprised of open-ended questions, linked to the research paradigm, to gain an in-depth understanding and allowed the participants to elaborate on their opinions and perceptions (Maree, 2016, p. 180). Once the researcher had created the interview and questions and had designed how the interviews were carried out, a pilot interview took place with one business owner that had the same characteristics of the accessible sample and was part of the accessible population but was not part of the accessible sample (done with a voice recorder).

The pilot was used to test the interview design and see if it would achieve the objectives of the study. Based on this pilot test, the researcher made changes to the interview to ensure that it contained the most effective design to collect relevant data efficiently. Further explanation of these changes is covered in *Research Findings and Interpretation*. The researcher also used the pilot to alter the different themes, based on those from the literature review, referred to in the *Data Analysis Method* section, that contained the basis for dividing the findings of the different sample interviews accordingly (Maree, 2016, p. 78). The researcher then, with these themes and their descriptions, carried out the interviews with the accessible sample and collected the relevant data, by means of writing down the responses as efficiently as possible (effectively and accurately) and recorded the interviews with a voice recorder (Maree, 2016, p. 94). These recordings and interview transcripts were then used to electronically type out the responses word-for-word for use in the data analysis process. The interviews were carried out in the interviewees' place of residence, their workplace or a local coffee shop to ensure comfortability for each participant.

This method was the best way to find answers to the research questions because it allowed for in-depth results from thematic review of the responses and revealed the respondent's thinking process (Maree, 2016, p. 180). Other methods would not have allowed respondents to provide in-depth responses and would have suggested themes of answers to discuss that could have persuaded results and not allowed them to share their true opinion (Maree, 2016, p. 180).

The interview questions that were used for the accessible sample participants can be found in *Appendix.A*.

3.6 Data Analysis Method

The data collected by this study, in the form of participant responses, was analysed by means of a qualitative content analysis. Content analysis, according to Stemler, is “a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding” (Stemler, 2001, p. 1). This method was used because it works in conjunction with the data collection method explained above. To analyse the collected data and code the findings into the various constructs, the researcher had to follow certain steps.

Firstly, the researcher prepared the data systematically so that the various data was easily found in the data set (Maree, 2016, p. 114). The researcher did this by describing the accessible population and accessible sample used in this study. The researcher then collected the various interview recordings, both vocal and written, so the various contexts and opinions could be recorded along with the data (Maree, 2016, p. 114). The researcher then transcribed all the recordings to understand the data, as well as listened to and read the recordings, multiple times, while making notes and impressions of the researcher’s own thoughts (additional data) (Maree, 2016, p. 115).

Once the data was understood and grouped, it needed to be coded along with the additional data (Maree, 2016, p. 115). This meant that the researcher read through the transcribed data line-by-line and divided it into the separate themes covered by the literature review, for example start-up challenges and failures, start-up success factors, the lean start-up and business coaching and mentoring, to interpret the participant responses accordingly. The coding that was used was “priori coding”, due to the prior establishment of themes based on the previous theory and studies (Maree, 2016, pp. 116-117). Once the coding had been completed, the researcher interpreted the findings.

3.7 Trustworthiness

To test the study's data-analysis, findings and conclusions for trustworthiness, Guba (1981) recognised that the researcher should ensure the study is credible, transferable, dependable and confirmable (Guba, 1981).

3.7.1 Credibility

Credibility helped the researcher to understand the importance to ensure the congruency of the findings with reality and how believable they are for the reader (Maree, 2016, p. 123). The researcher ensured this study was credible by using the qualitative, in-depth interviews, a well-defined purposive sampling and data collection method, the interpretivist approach and content analysis to analyse the collected data, ensuring these techniques were aligned with the research questions (Maree, 2016, p. 123). The researcher also ensured the findings were credible by constantly revising responses with participants (Maree, 2016, p. 123).

3.7.2 Transferability

Transferability helped the researcher understand how the findings could be applied accurately to different accessible samples and the target population at hand (Maree, 2016, p. 124). This explained that transferability needed to be achieved by taking notice of the context that the participants belonged to and how typical they were to this specific context (Maree, 2016, p. 124). The researcher ensured transferability was achieved by ensuring an in-depth understanding of the themes and contexts of the study by readers (Maree, 2016, p. 124). The researcher achieved this by providing an in-depth description of the participants, their contexts and the design of the study and by ensuring purposive sampling was used accurately to make sure the accessible sample represented the targeted population as much as possible (Maree, 2016, p. 124).

3.7.3 Dependability

The researcher needed to achieve dependability, which in-turn is partly achieved through credibility (Maree, 2016, p. 124). In extension of credibility, dependability was based on the research design, collection and analysis methods and was achieved by documenting any changes made to these during the study (Maree, 2016, p. 124). The researcher achieved this by documenting any changes made from the initial design, whilst the study was conducted, by documenting any new data-sources, interviewee changes and any decisions made during the

research process, ensuring further researches could follow this process accordingly or see how the interpretations were achieved and arrived at (Maree, 2016, p. 124).

3.7.4 Confirmability

The researcher needed to achieve confirmability. Maree (2016) recognised confirmability as the “neutrality or the extent to which the findings of a study are shaped by the participants” and not shaped by any bias, interest or opinion from the researcher (Maree, 2016, p. 125). The researcher achieved this by reducing the bias from the researcher’s point of view. This was achieved by admitting their opinions and predispositions and by limiting the involvement of these with regards to the participants and the findings (Maree, 2016, p. 125). The researcher ensured that their relationships with the participants did not hinder their interpretation of their responses by using an “audit trail” and directly quoting their responses to ensure accurate interpretation (Maree, 2016, p. 125). The step-by-step characteristic of this “audit trail” allowed for their interpretation to be tracked and the purpose of each quote for interpretation (Maree, 2016, p. 125). Finally, the researcher achieved confirmability by ensuring confidentiality of the participants to allow for readers to understand the participant’s responses, in the context provided, from their own point of view (Maree, 2016, p. 125).

4 FINDINGS AND INTERPRETATION OF FINDINGS

Whilst presenting and interpreting the findings, the researcher decided to adopt a simple approach to appeal to the intended audience and provide findings that are convenient for use and easy to understand. The researcher has used a tabular format to capture the main findings from the interviewee responses and has divided them according to the questions asked during the interviews. Each table and collection of data was then summarised according to themes and compared to the central theory of the study to find similarities and differences. This initial process was used to ensure the coding process of the data was efficient and separated before the interpretation could take place. The interpretation process was then used to compare all findings, across questions, and divulge simple direction for the readers of the study.

4.1 Presentation of Findings

4.1.1 Interview Question.1 Analysed

	Describe your understanding of the term entrepreneur.
Participant.A	• Somebody who will “do things on his own” • Somebody that “isn’t a corporate person”
Participant.B	• “A self-starter” • Somebody who doesn’t just see an opportunity but can use knowledge and belief to “bring it to fruition”
Participant.C	• Somebody who has the passion to start a business and hang in there to make it work
Participant.D	• “Somebody who sees a gap in the market or knows what he wants to do” • Somebody who gives their all and takes the up’s and down’s whilst on the hard journey to get it up-and-running

Table 1: Interviewee’s perception of the term entrepreneur

Tsai and Lan (2010) express that an entrepreneur is someone who takes an opportunity in uncertain times to make a profit (Tsai & Lan, 2010, p. 2). This definition and the themes of pursuing an opportunity and making a profit were used as a base for the understanding of this concept for the current study. As can be seen *Participant. C* and *Participant. D* agreed with this definition. *Participant. A* supplied a similar idea of the concept by acknowledging the independence of entrepreneurs and *Participant. B* was adamant in their delivery when they stated an entrepreneur is a “self-starter” and ensures they take their idea and “bring it to fruition”, supporting the study’s focus on making profit. Overall, all participants’ responses agreed with the theoretical base of the concept within the study and the study can confirm that an entrepreneur is someone who sees an opportunity and ensures they follow through to achieve profit.

4.1.2 Interview Question.2 Analysed

	Explain your understanding of the concepts of the infancy stage and the adolescence stage of the organisational life cycle.
Participant.A	• Infancy is “starting on your own” • Adolescence is when you start hiring people and handing over controls to them because they have the skills and knowledge you lack
Participant.B	• Infancy is when “first start trading” and a difficult stage when you learn the systems and requirements of the business • Your idea is challenged and faced with the “reality of actually doing business” • The infancy stage is expensive if you do not have the “proper systems in place” • Adolescence is when you begin to hire people and refine the idea • It is when you have a “firm grasp of your efficiencies” and the businesses measuring systems and viability • This stage can happen at any time and varies depending on businesses
Participant.C	• Infancy is the initial start-up phase • Infancy is “when you start growing, formulating ideas” and starting to hire • Adolescence is when the business is matured and has the right structures in place • Adolescence is when you have key and competent staff in place and your processes are streamlined
Participant.D	• Infancy is when you are “basically trying to get your feet in the market”, finding clients and your target market • Adolescence is when your business is running and you need to maintain it, keep innovating and keep your clients • Adolescence is also when you keep generating money and keep the reputation rising.

Table 2: Interviewee’s perception of the concepts of infancy and adolescence in the life cycle

The purpose of this question was to understand the characteristics of both the infancy and adolescent stages within the organisational process, to be the base of understanding the differences between them and lead to the success factors needed to move from the infancy stage to the adolescence stage. Aregbeshola et al. (2011) explained the infancy stage of a start-up business as the point where the business is immature and unable to compete effectively (Aregbeshola, et al., 2011, p. 188). The themes that were used in this regard were immaturity and effective competition. *Participant. A* and *Participant. C*’s explanations were

indicative of the immaturity characteristic of the phase. *Participant. B* extended the understanding of the concept by explaining that the infancy stage is challenging and expensive, without correct systems, and encapsulates the phase when the business idea is tested. *Participant. D* agreed with the analysis by explaining that the infancy phase involves finding clients and “trying to get your feet in the market”. Overall, the base definition of this concept, within the study, was agreed with and expanded on by the participants and was then confirmed by the researcher for use in the interpretation of the findings.

On the other hand, Aregbeshola et al. (2011) then believed that reaching the adolescence stage means the business has become mature and can compete effectively (Aregbeshola, et al., 2011, p. 188). The same themes as the infancy stage were used to code this data. The maturity factor of this definition was supported by both *Participant. A* and *Participant. B*. *Participant. B* continued to explain that moving from one stage to the other can happen at any time and adamantly stated that knowing that is important. *Participant. C* encapsulated the definition completely by expressing that the adolescence stage is when a business is matured and has the correct, structures, processes and staff in place. Lastly, *Participant. D* expanded on the definition by stating that adolescence is when a business is making money and the owner needs to maintain it and innovate to keep clients. With the simple core definition in mind, the researcher confirmed its usage in the study to encapsulate the result of success factor usage and the destination of a successful start-up process, for use in finding interpretation.

4.1.3 Interview Question.3 Analysed

	Describe your journey as an entrepreneur.
Participant.A	- Decided that I could make more money than I was earning for my boss at the time because I contributed 50% to the company's turnover and was paid the same as all the other sales representatives - I decided that I would only work on commission from that point onwards and started my own business - I began to work too hard and ended up selling the business and taking two years off before I opened a new company
Participant.B	- Many people think you can work for yourself and whenever you want but the truth is that it is very stressful - You bare all the financial risk and cannot pass it onto your staff or the bank when you are encountering tough times - You cannot switch off and have to continue searching for improvements and inefficiencies
Participant.C	- Very hard journey - It has been up and down but "I would not change it for the world" "You should have somebody telling you what your sacrifices will be"
Participant.D	"It was tough" "I decided to bite the bullet and quite my job" and we started off small - Spent long hours, for the first 2-3 years, finding clients and trying to get clients to believe in the product - Your personal and family time takes a beating

Table 3: Interviewee's explanation of a journey as an entrepreneur

The purpose of this question, included by the researcher, was to encapsulate the previous three questions and use the consensus of the entrepreneurial definition and the process between the infancy and adolescence stages to describe the journey involved and lead to the following questions that discuss the challenges and success factors for start-up businesses. *Participant. A* stated that they became an entrepreneur to make more money and described the entrepreneurial journey as hard work and time consuming. *Participant. B* explained the journey as stressful and mentioned the various risks involved, financial and non-financial. *Participant. C* agreed with the previous participants. This pointed out to the researcher that the business coaching aspect of success factors covered in previous literature above may have proven significant. Lastly, *Participant. D* encapsulated the resounding responses so the researcher utilised these themes to initially understand the challenges faced by entrepreneurs in the infancy and adolescence stages and what is required by entrepreneurs to achieve successful growth.

4.1.4 Interview Question.4 Analysed

	How did you know when your business had moved from a start-up company in its infancy stage to a company that had reached adolescence?
Participant.A	• Started making money and employing people
Participant.B	• “When we had the responsibility of having to pay the bank and having to show financials to the bank to get vehicle finance” • When your great and exciting idea becomes a “serious business”
Participant.C	• “There came a time when our structures were working. We literally could process large jobs on time”
Participant.D	• When I “started calling on other dealerships and they already knew us” • Pick up in turnover and profit and when we were “stable” • Probably about two to three years in

Table 4: Interviewee’s perceptions on when a start-up reaches adolescence

This question based on successfully reaching the adolescence stage, included the first responses aimed at the central theory of the current study. The themes chosen by the researcher for the coding of this question were business characteristics and the business market, based on the central theory of the study. The central theory by Grunert and Ellegaard (1992) recognises these as two of the four main key success factors (Grunert & Ellegaard, 1992, p. 5). As can be seen, *Participants A-C* all responded with specific business characteristics. On the other hand, *Participant. D* recognised that their profits and turnover increased but also showed agreement with the central theory’s theme of the business market by expressing that their opinion of reaching adolescence was when their customers and competitors knew who they were without having to deal with them. It was evident that this participant had an affinity with business reputation compared to the other participants and may have resulted from their younger age or the competitiveness of their market, the motor industry. Overall, these critical success factors and themes were vital to produce accurate findings and prove the theory’s relevance in recent times and the possible adaption of its factors to start-up business in the Durban business environment.

4.1.5 Interview Question.5 Analysed

	Describe the factors that contributed to the success of your entrepreneurial journey between those two stages.
Participant.A	• Hard work and employing the right people • “Not having debt”, “building up cash reserves” and buying everything in cash
Participant.B	• Consistency, consistently going to work to improve everything and consistency with clients and services • Belief in what you are doing and not chasing profitability • You need to realise that not all start-up businesses make money from day one • Have sufficient capital and a “fall-back plan” • Some ideas are still good ideas but are implemented wrong so do not have an ego and listen to advice
Participant.C	• “Pure dedication” and “not giving up” • You need passion and shouldn’t be hung up on certain things
Participant.D	• “Never rip a client off” and “always make sure the client is happy” • Never give bad quality service and ensure you keep your reputation positive • Keep up-to-date and innovate because all clients are different with different needs and your offering to older and long-standing clients will differ from the offering for younger clients

Table 5: Interviewee’s perceptions on critical success factors in early stages of a start-up

Following on from the previous question, this question was purely based on the specific success factors believed by the participants as vital to their early successful growth from infancy to adolescence in the organisational life cycle. The researcher used the responses to compare with the central theory of the current study. The themes from the central theory, used in this question’s coding process, were information systems, strategy research, planning and business characteristics (Grunert & Ellegaard, 1992, p. 5). *Participant. A*’s response was completely coded into the business characteristic theme. *Participant. B* also recognised the importance of business characteristics for success but they provided responses relating to information systems (listen to advice) and planning (“fall-back plan” and correct implementation of ideas are important. This reference to listening to advice once again showed the importance of strategic business coaching in successful start-up growth, covered in previous literature. Also in agreement with the central theory, *Participant. D*’s response was based on the strategy research theme within the theory. In disagreement with the central theory, all the participants recognised entrepreneurial traits as success factors, which included hard work, passion, belief,

consistency and dedication. These were taken into consideration by the researcher and will be integral for further research recommendations.

4.1.6 Interview Question.6 Analysed

	Describe the challenges you faced at the different stages during the early growth of your company.
Participant.A	• Employing the wrong people
Participant.B	• “Getting somebody to see the vision I saw” • Financial challenges – we had to pay for low-operational vehicles and vehicle maintenance and repairs
Participant.C	• I underestimated cash flow. In the early stages cash flow is a killer • “Sacrifice of time”
Participant.D	• Launching unique and new ideas and concepts is very difficult – struggled to convince customers on vision and product • Cash challenges – I “cashed in my pension” and we took loans from the bank and an overdraft

Table 6: Interviewee’s perceptions of challenges faced during early start-up growth

This question was used by the researcher to understand the challenges faced by the participants during their growth from the infancy stage to the adolescence stage. The participants resorted to similar responses as to the responses they used in previous questions and to prevent data saturation, the researcher decided to summarise these challenges as financial risks, sacrificing time, employing the wrong people and convincing people to see the business’ vision. These challenges, as mentioned, directly related to the success factors discussed above but were used by the researcher to initiate the following question that gained knowledge on successful actions taken by the participants to solve challenges and issues that rose during their initial growth.

4.1.7 Interview Question.7 Analysed

	Explain the actions you took to deal with these challenges.
Participant.A	• Developing and training people and making sure they can keep them to build a team • We pushed employees as much as we could in their first three months because you often cannot see their potential in an interview • Once we had the right people, we let go and gave them responsibility • Some employees will do tasks without you asking and some require instruction
Participant.B	• Implemented measurements to test for inefficiencies and devise benchmarks • Looked for variables and exceptions and managed by exception
Participant.C	• It was hard to solve the cash problems but the best part is to find a business partner with capital who believes in your vision • The time issue has not been solved yet
Participant.D	• We did demo models and demonstrations and marketing videos to show the customers how the product works • We gave them detailed specifications to prove the product works • We used a marketing approach to both public customers and dealerships to ensure customers are asking dealerships for our product

Table 7: Interviewee's perceptions on successful actions used to solve these challenges

During the coding of this question and the participant responses, occurrences of two themes kept arising for the researcher. Within the central theory of the current study, five themes were introduced within the management information system viewpoint of success factors and the encapsulating themes for these responses were temporal factors (factors that cause issues or delays within the business) and industry factors. As was seen by *Participant. A-C's* responses, they recognised temporal factors. On the other hand, *Participant. D* addressed the industry factor theme by expressing success factors that revolved around marketing strategies and product implementation within the market. Overall, these responses showed agreement with the central theory and its focus on managerial information systems, whilst elaborating on a focus on employee skills and marketing abilities.

4.1.8 Interview Question.8 Analysed

	What would you do differently if you could do it all again, knowing what you know now?
Participant.A	• I would find a balance between life and hard work
Participant.B	• “I would have spent more time and listened” • I would have looked for professional advice
Participant.C	• I would get a “business partner and initial cash” • Without a business partner you can become a slave to your business
Participant.D	• I would have hired more skilled sales representatives • The problem with sales employees is they do not have the passion for the product that you have • I would have marketed to the end users earlier and changed my marketing strategy

Table 8: Interviewee’s perceptions on how they could have improved their journey

This question was utilised by the researcher to encapsulate overall success factors to integrate into the findings and adaption of the central theory to the Durban start-up business environment. *Participant A.* recognised their resounding success factor as finding a balance between life and work, whilst *Participant. B* supplied a conflicting belief that they would have applied more time and listened more. These conflicting views may have been caused by the different life experiences of the participants or the fact that *Participant. B* had a business partner to rely on. In agreement with this mindset, *Participant. C* believed that a business partner is imperative to success, whereas *Participant. D* realised that enhanced marketing strategies and highly-skilled labour is imperative. Another interesting occurrence in *Participant. B’s* response was the need for professional advice, which resorted to business mentoring and coaching covered in the previous research. Overall, these participants had conflicting views and may result from their different industries or whether they were operating independently or with business assistance, either from expert advice or a business partner.

4.1.9 Interview Question.9 Analysed

	What advice do you have for future entrepreneurs who would like to start their own company in the Durban area?
Participant.A	• Do not just use “trial and error” • Everybody just says make a plan and follow it but you need to find a niche in the market
Participant.B	• Do a business plan and get “qualified viewpoints on your business plan” • “Be very realistic in your projections” • Do market research • A good idea at the wrong time may be destined for failure but with a simple change can be successful • Do not let ego get in the way and ask for advice
Participant.C	• “Do it and follow that passion”
Participant.D	• “Do your research” • “You do not want to start a KFC in an area where there are already 15 KFC outlets” • Find an unsaturated market and get your feet in • You might fail and take a while but change your strategy and try again • Do not be scared to fail, “grab the bull by the horns” and go for it, “you won’t regret it”

Table 9: Interviewee’s advice entrepreneurs to achieve success in start-up business

In accordance with the central theory covered in this study, the responses by these participants once again had conflicting views on certain themes within the theory. These responses revisited the themes of strategy research and planning. With regards to planning, *Participant. A* believed that just having a plan is not enough and that finding a niche in the market is imperative, explaining that using “trial and error” is not efficient when conducive to financial risk. On the other hand, *Participant. B* applied large amounts of emphasis on developing a business plan through market research and professional advice. *Participant D* supported these claims by constantly stating “do your research” and change your strategy to suit an unsaturated market. These conflicting views, with *Participant. A* may be a result of the age differences between them and the rest of the participants because this participant was of an older generation. It started to become evident to the researcher that age may have effected viewpoints during the study. Finally, *Participant. C* resorted to passion again, an entrepreneurial trait, which the researcher

believed may have been a difference between the central theory and modern start-up business environments.

4.2 Interpretation of Findings

As mentioned above, the researcher aimed to use the findings to create a summary of success factors for entrepreneurs in Durban to successfully grow their start-up business from infancy to adolescence. With the definitions of an entrepreneur and the infancy and adolescence stages of the organisational life cycle determined by previous theory and confirmed by the participants, the researcher could use a simple approach to summarise the success factors discussed by the participants. To interpret the findings, it was relevant to understand the context in which the participants were based. All the participants were males above the age of 40 and currently or had previously owned start-up businesses in the Durban area. Further expansion on this context has been covered in the conclusion of the current study.

The themes used in the interpretation were managerial information systems, strategy research, market characteristics and business characteristics. The responses from the participants agreed with these broad viewpoints on success factors and could assist the researcher to adapt them to Durban based start-up businesses. The participants recognised business characteristic success factors as working hard, employing the right people, putting a plan in place and ensuring it is aimed at a niche market. They also recognised that a start-up business should have sufficient capital, build cash reserves, do not have debt and continuously innovate to ensure successful growth.

With regards to market characteristics, the respondents believed that it was important to implement an efficient marketing plan and make sure the business is aimed at an industry that is not saturated. On the other hand, in agreement with the strategy research success factors of the central theory, the participants repeated that it is vital to do research within the market and continuously change strategies to instil innovation. Lastly, with managerial information system success factors, the respondents adamantly stated that it was important to train and develop employees, understand your customers and accept advice. Accepting of advice was an important point raised by various respondents and coincides with the business coaching and mentoring success factor covered in previous research.

The findings from the current study also showed disagreement with the theory in one specific area. Constant mention of entrepreneurial traits was raised as success factors, where the

current study and theory aimed to produce a narration of success factors to be used by anyone who wanted to be an entrepreneur. With this in mind, the researcher ensured further research recommendations would mention this as a weakness in the theory and a possible scope for further advancement in the field. Overall, the findings showed strengths in their agreement with the central theory and how all respondents had similar viewpoints on success factors but showed limitations because all respondents were male of a similar generation and context.

5 CONCLUSION

To conclude, the researcher ensured that the research objectives were discussed to assess their achievement and that the research questions were revisited to assess whether they have been answered and used efficiently to address the research problem. The researcher then could discuss implications of the findings and finally use the ethical implications and limitations of the study to recommend future research in the field of study.

5.1 Research Objectives and Research Questions Analysed

To analyse the research objectives and questions, the researcher needed to critically assess whether the objectives had been achieved and the questions were answered, to achieve the main goal of the current study. The research objectives and questions are based on the challenges faced by start-up businesses in the Durban area during their growth from infancy to adolescence and the implemented systems and success factors used by them to alleviate the challenges and achieve successful growth to adolescence. Overall, the findings of the current study, presented and interpreted above, have produced a simple narrative of the challenges faced by start-up businesses in Durban and the success factors and implementations to utilise for successful growth. The participants' perceptions were accurately collected with trustworthy methods and were reliable for use in producing the findings for the study. Both research objectives were achieved and the research questions and sub-questions were answered accurately and with substantially in-depth perceptions to produce accurate findings.

5.2 Research Problem Addressed

The problem that this study was based on is the perceived lack of understanding, by Durban based start-up business owners, of vital success factors that assist with business growth from

infancy to the adolescence stage in the organisational life cycle. This problem needed to be solved by the findings to improve the knowledge of Durban based entrepreneurs and assist them to diminish failure rates, increase start-up business levels within the Durban area and possibly improve the economy and employment rate within the local area. With the interpreted findings, the researcher believed that the current study has achieved its aim to produce in-depth understanding of success factors in this regard. Future readers and entrepreneurs in the Durban area can utilise the narrative of summarised success factors, provided by the participants, to possibly increase their knowledge and prevent challenges to achieve successful growth. These findings assisted the researcher to adapt the central theory to modern-day start-up business, particularly in the Durban area.

5.3 Implications of Findings

The implications of the findings of the current study were based on the challenges faced by Durban based start-up business owners and the success factors they should possess to increase their chances of achieving successful growth to the adolescence stage of the organisational life cycle. Overall, based on the interpretation of the findings, the researcher believed that the findings produced a simple approach to start-up business in the Durban area. To conclude the findings, the researcher decided to produce a shortened version of the success factor narrative above. In this regard, the researcher believed that the findings are instructing Durban based entrepreneurs to approach start-up business operation with the intention of facing hard work, staff issues and personal and financial risks. The solutions to these challenges are to seek professional advice, have an efficient business plan, aim to conduct business in a niche market, develop staff, have access to capital and market successfully to stay innovative and achieve competitive advantage and a good reputation.

5.4 Ethical Implications Addressed

The researcher ensured that the study was carried out in an ethical way by following certain guidelines. With regards to the participants, the researcher ensured they gave written consent to being interviewed (see *Annexure.B and Annexure.C*), they were told that the interviews would be recorded (see *Annexure.C*), the information discussed would remain confidential and used with written permission. Any shared intellectual property will be protected by means of the IIE's Research and Postgrad Policy (IIE, 2016).

Bias and intellectual property violations were avoided by making sure that all interviewees were interviewed face-to-face and individually to ensure their responses were not shared with the other participants. Before the previously mentioned recording of the interviews, the interviewees were asked for written permission (IIE, 2016). The interviewees could withdraw from the study at any time they saw fit. As previously mentioned, reference was made to interviewee responses but were kept confidential by referring to each interviewee, individually, as participant's A-D (four participants) (IIE, 2016). Lastly, the responses and data collected were only used for the context of this study and will be kept for five years after the study is submitted for any raised cases of bias in the future.

With regards to the researcher, biased findings were avoided by using interviewees that did not know the researcher on a personal level. This ensured the data was used accurately and not contaminated by any preconceived personal input. The researcher also ensured, with the assistance of the researcher's supervisor, that the interview did not contain any leading questions (questions that insinuate a certain response). The researcher made sure they did not control the conversation by allowing participants to expand on answers and have an option to not answer certain questions. The researcher also ensured that participant responses were not misleading and utilised incorrectly by using quotes from the interviewees contextually and accurately in the coding process. Finally, the researcher also shared the information about the interview and its process with the interviewees before asking for their written permission (see *Annexure.B. and Annexure.C*). The process was explicitly explained to the interviewees in writing and verbally. This was done to ensure they understood the process completely and did not feel as if they had been used for a process that they did not want to be a part of.

5.5 Limitations

The limitations that were experienced by the researcher were limited budget and time constraints, due to the study requirements of completion before the end of the researcher's year of study at Varsity College Westville, in 2017. The researcher overcame these limitations by limiting the participants to four interviewees and ensuring they were interviewed at their local offices, place of residence or a local coffee shop. The researcher saved on budget in this process because the only costs involved were the coffees purchased for the interviewees at the coffee shops. This also overcame the time constraints because the researcher conducted

all the interviews in one week and if the interviewees were unable to make it in that week, the researcher utilised a replacement interviewee, as the researcher had access to a large portion of the accessible population discussed above. With regards to the results, the limitations were that they may not have been relevant to other geographical locations due to the volatility and differences in the various business environments and the unique characteristics of the Durban business environment. The researcher intended to overcome this by attaining an in-depth understanding of the Durban environment from the participants for future researchers and readers to compare this with their chosen geographical locations. Overall, the researcher did not generalise the findings due to the small sample used in the current study compared to the size of the population.

5.6 Recommendations for Future Research

Based on the findings produced by the current study and the scope used by the study to collect and produce the findings, the researcher has two recommendations for future research. Firstly, the researcher believes that future researchers, in this field, should incorporate entrepreneurial traits into their scope and ensure they gain insight on trait-based success factors because the participants within the current study mentioned various traits, in this regard. Even though the current study aimed to achieve a narrative of success factors for anybody to use in start-up business practice, the researcher believes, based on the findings, that these traits may have a purpose in successful growth. Lastly, the researcher believes that future research should ensure that a larger number of participants are used, of different ages and genders, to assist in producing large amounts of findings and the scope to produce a success factor model for start-up business within the Durban area.

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7 APPENDICES

7.1 Appendix. A. Interview Questions

- Describe your understanding of the term entrepreneur.
- Explain your understanding of the concepts of the infancy stage and adolescence stage of the organisational life cycle.
- Describe your journey as an entrepreneur.
- How did you know when your business had moved from a start-up company in its infancy stage to a company that had reached adolescence?
- Describe the factors that contributed to the success of your entrepreneurial journey between those two stages.
- Describe the challenges you faced at the different stages during the early growth of your company.
- Explain the actions you took to deal with these challenges.
- What would you do differently if you could do it all again, knowing what you know now?
- What advice do you have for future entrepreneurs who would like to start their own company in the Durban area?

7.2 Appendix. B. Explanatory Information Sheet

To whom it may concern,

My name is Dylan Powell and I am a student at Varsity College Westville. I am currently conducting research under the supervision of Sharon Ballack about the success factors needed for Durban start-ups to reach the adolescence stage of the organisational life cycle. I hope that this research will enhance our understanding of the success factors needed for Durban entrepreneurs to start businesses and grow them successfully to the adolescence stage of the organisational life cycle and potentially improve the economy of Durban.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because I consider your experience in the field of start-up businesses as vital for my research study and I believe your perception on the topic will be helpful for my study to produce trustworthy results for readers. If you decide to participate in this research, I would like to interview you for approximately an hour, where I would be asking you open-ended questions and allowing you to elaborate on your opinions with regards to the study. The interview will take place at my office, in Westville, at a time of your choice and the address will be given to you when you decide if you will partake.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your personal experience with your past start-ups, if applicable, or your profession and experience from past clients, if applicable. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at Varsity College Westville, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my IIE BCom Honours in Strategic

Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Name: Dylan Powell

Cellphone Number: 083 385 0133

E-mail address: dylanpowell@actioncoach.com

The contact details of my supervisor are as follows:

Name: Sharon Ballack

Cellphone Number: 072 473 3499

E-mail: bballack@telkomsa.net

7.3 Appendix. C. Consent Forms

7.3.1 *Consent form for participants*

I, _____, agree to participate in the research conducted by Dylan Powell about the success factors needed for Durban start-up businesses to reach the adolescence stage of the organisational life cycle.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

7.3.2 Consent form for Audio-recording

I, _____, agree to allow Dylan Powell to audio record my interviews as part of the research about the success factors needed for Durban start-up businesses to reach the adolescence stage of the organisational life cycle.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

7.4 Appendix. D. Ethics Clearance Letter



ADvTECH House
Inanda Greens
54 Wierds Rd West
Wierds Valley
2196

P.O. Box 2380
Randburg 2125

Tel: (011) 676 8021
Fax: (011) 783 2574

30 June 2017

Student name: Dylan Powell

Student number: 12014599

Campus: Varsity College Westville, Durban

Re: Approval of IIE BCOM Honours in Management Proposal and Ethics Clearance

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.



Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.



There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation with your supervisor.



In the event of you deciding to change your research topic or methodology in any way, kindly consult your supervisor to ensure that all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued in such instances.



We wish you all the best with your research!



Yours sincerely,

Sharon Ballack
Supervisor

Natalie Emslie
Campus Postgraduate Coordinator



Directors: RJ Douglas (UK), JDR Oesch (non-executive), A Isaakidis (non-executive) **Company Secretary:** C Koopman

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7.5 Appendix. E. SafeAssign Originality Report



Cross-sectional, qualitative in-depth interviews to understand the success factors that Durban-based start-up business owners perceive as vital to grow from infancy to adolescence in the organisational life cycle, using the Concept of Key Success Factors by Grunert and Ellegaard (1992).

Dylan Powell 12014599 IIE BCOM Honours RESM8419 Varsity College Westville Due Date: 18th of October 2017 Supervisor: Sharon Ballack

III Acknowledgements

I would like to acknowledge the assistance I received from Wilma Brent (Research Lecturer), Sharon Ballack (Supervisor) and Natalie Emslie (Research Co-ordinator) and would like to thank them for their countless hours of effort to assist in helping me achieve my goal of completing this Research Report.

Declaration

1 I hereby declare that the Research Report submitted for the IIE BCOM Honours degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

RESM8419_2017_HBC1_VCDW1 - RESM8419_VCDW1

Assignment 4

Dylan Powell on Tue, Oct 17 2017, 11:49 PM

13% highest match

Submission ID: 3dc207bb-1d0b-4faf-bdfa-c38b55f33bd9

Research Final.docx

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Citations (7/7)



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