



UNIVERSITY OF KWAZULU-NATAL

**Youth entrepreneurship challenges and opportunities:
A case of Klaarwater township**

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**School of Management, IT & Governance
College of Law and Management Studies**

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DECLARATION

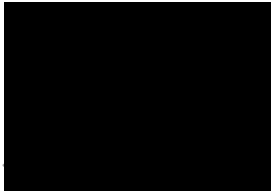


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ABSTRACT

The informal sector plays a significant role in South Africa's economy accounting for an estimated 20% of the country's Gross Domestic Product (GDP). The informal sector not only contributes on a bigger scale with the mainstream economy but also serves as a means for survival for unemployed persons. The study aimed to identify the challenges and opportunities experienced by entrepreneurs in their youth in a township setting. The research objectives of this study were, firstly, to identify the economic and social challenges experienced by young entrepreneurs in townships; secondly, to ascertain the supply chain operational challenges that young entrepreneurs face in townships; thirdly, to examine the extent to which sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships; and finally, to establish the role of existing government interventions in increasing trade and propensity towards entrepreneurial activities amongst the youth in South Africa's townships. The study was carried out during the Covid-19 pandemic and efforts were made to ensure that social distancing laws were upheld. The study sampled seven (7) shops owned by young entrepreneurs and included a total of forty-two (42) customers who frequent the respective shops. A total of seven (7) semi-structured interviews and seven (7) focus group discussions were conducted. Thematic analysis was employed to categorise the data collected using the abovementioned research instruments. The study revealed the challenges faced by entrepreneurs in their youth, there are opportunities and/ or gaps in trade in townships and, consumer perceptions of the ability of shops to service the community needs were disclosed. The concluding chapter discusses the key contributions that this research adds to the existing body of knowledge. The study noted that the government should increase efforts to communicate and educate young and aspiring entrepreneurs on existing opportunities to enhance trade in South Africa's townships.

Key words: Challenges, Informal sector, Opportunities, Unemployment and, Youth entrepreneurship.

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LIST OF ACRONYMS

ETI:	Employment Tax Incentive
DSBD:	Department of Small Business Development
GDP:	Gross Domestic Product
IT:	Information Technology
MRO:	Maintenance, Repair, and Operations
NEET:	Not in Employment, Education, or Training
NYC:	National Youth Commission
POV:	Point-of-view
PRTM:	Pittiglio Rabin Todd & McGrath
SCC:	Supply Chain Council
SCM:	Supply Chain Management
SCOR Model:	Supply Chain Operations Reference Model
SEDA:	Small Enterprise Development Agency
SEFA:	Small Enterprise Finance Agency
SMME:	Small, Medium and Micro enterprises
StatsSA:	Statistics South Africa
USP:	Unique Selling Proposition
VAT:	Value-added Tax
WHO:	World Health Organisation

TERMINOLOGY

Entrepreneurship: innovation through the provision of new goods, new production methods, the penetration of new markets, the determination of new sources of supply of goods and services, or the formation of new organisations.

Spaza shop: small informal retail shops often run at one's place or neighbourhood of residence in South African township.

Supply Chain Management: the set of activities and processes that facilitate the flow of information, goods, and services from the point of origin to the end-user

Township: an undeveloped area that was initially set out for South Africa's non-white citizens during the apartheid regime

Township Economy: the micro-economic and related activities occurring within townships.

Youth: all persons aged 15 – 34

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Unemployment is at the heart of societal problems. In South Africa, as is the case in other parts of the world, many articles have suggested that unemployment results in poverty which in turn causes a ripple effect in increased crime levels, violence, and substance abuse amongst other social ills (Du Toit, 2015, p. 13 -14). The ever-growing search for equality across races in South Africa continues to create tension in the country. Cries for government intervention in uplifting citizens who come from disadvantaged backgrounds have long been heard. The frustration of the youth is consistently seen through protest action for free access to higher education and training. Petrol prices along with the price of other necessities continue to rise while unemployment rates do not paint a positive picture. In times like these one might wonder how the relatively less privileged survive during these harsh economic periods (Badat, 2016, p.72 -74). The need for entrepreneurship has never been more evident. Dzomonda and Fatoki (2019, p.2) define entrepreneurship “as the process of conceptualising, organising, launching and through innovation, nurturing a business opportunity into a potentially high growth venture in a complex and unstable environment.” Simply put, entrepreneurship refers to the identification of gaps in the market and the allocation and effective use of resources to create a business to fulfil the gap in the market. In a 2019 report published by South Africa’s national statistical service, Statistics South Africa (StatsSA), it is suggested that nearly one in every three young people (ages 15 to 34) is unemployed. This raises questions about why the youth find it so difficult to find employment and what can the youth do to empower themselves.

This study sought to identify the challenges and opportunities faced by young entrepreneurs and probe the propensity towards youth entrepreneurship in Klaarwater, a small township in eThekweni, South Africa. The study further interrogated the supply chain operations of several different businesses in Klaarwater while providing a guideline for the effective management of businesses. This study also highlighted government interventions in place to enable and encourage much-needed transformative trade in South Africa's townships.

1.2 Background of the study

Klaarwater is a relatively small township (population of approximately 5178 residents) located on the outskirts of Pinetown, eThekweni (Appendix G). A taxi to Pinetown, the most used method of

transportation in the area, costs R17. This cost is incurred daily for those who need to shop for necessities and those employed in the Westmead Industrial Park and Pinetown. One would reasonably assume that residents spend a significant amount of their income, which could be used for other living expenses, on traveling expenses. Businesses in the area open and shut down overnight in an unsuccessful attempt to bring goods closer to residents at a profit. The youth, often at the helm of these unsuccessful businesses, end up turning to a life on the streets and substance abuse to fill their days. The South African government has acknowledged that investment into small, medium, and micro-enterprises is an important steppingstone in the development of an economy (Alika, 2018, p. 11). In a study conducted by Cross, Bekker, Clark and Wilson (1992, p. 15), it is argued that community leaders in Klaarwater are actively seeking solutions to decrease the alarming rate of unemployment amongst the community's youth. Efforts made by community leaders to encourage and promote entrepreneurship amongst the youth have often gone unnoticed by the youth as some have become accustomed to unemployment. Entrepreneurship in the township may bring about great benefits for both the entrepreneurs and the community at large. Yusuf (2017, p. 166) argues that the empowerment of the youth is influenced by technical skills acquired in entrepreneurship. The unemployed youth stand to gain much sought-after experience, skills, and a chance to form invaluable networks in the operations of businesses.

1.3 Research problem

Unemployment is rife in South Africa (Semosa and Oguiuba, 2021, p. 21). With an unemployment rate of 29% recorded in the second quarter of 2019, there is a great need to create employment in the country (StatsSA, 2019). South Africa's townships possess an abundance of neglected talent in the unemployed youth as well as the potential for the development of emerging markets. The lack of employment opportunities in the country leaves the unemployed desperate, without hope and unable to contribute to the mainstream economy (Du Toit, De Witte, Rothmann, and Van den Broeck, 2018, p. 126). The unemployed youth in are often strayed towards roaming the streets, substance abuse, crime and prostitution and lose interest in finding employment. This issue has opened the floor for questions about employment opportunities for the youth through entrepreneurship (Dzomonda and Fatoki, 2019, p.9). To tackle this issue, one must understand the reasons behind the failure of businesses as there is no shortage of start-ups. The modus operandi of the township economy is centred on entrepreneurship as a means for survival for those who cannot find formal jobs, rather than entrepreneurship as a desirable career choice (Charman, 2017, p. 2). This staunchly opposes the ambitious will and potential of youth entrepreneurial development in the township. The supply chain modelling of a township economy involves looks at "flows between different types of assets and activity, not the specific opportunities and obstacles facing township enterprises" (Western Cape Economic Development Partnership and Human Sciences Research Council, 2019). The model was adapted in this study to look at how to incorporate youth entrepreneurship and

better utilisation of resources. This study aimed to identify the challenges and opportunities that young entrepreneurs face, shed light on how to model the supply chain operational challenges, and how generating and/or adopting the best practices in supply chain management may invigorate trade in the township's economy.

1.4 Research questions

The foundation of this study is built on the following research questions:

- What are the economic and social challenges faced by young entrepreneurs in townships?
- What are the supply chain operational challenges faced by young entrepreneurs in townships?
- To what extent can sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships?
- To what extent can government interventions increase trade and propensity towards entrepreneurial practices amongst the youth in South African townships?

1.5 Research objectives

The research objectives of this study are:

- To identify the economic and social challenges faced by young entrepreneurs in townships
- To ascertain the supply chain operational challenges that young entrepreneurs face in townships
- To examine the extent to which sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships
- To establish the role of existing government interventions in increasing trade and propensity towards entrepreneurial practices amongst the youth in South Africa's townships.

1.6 Literature review

The literature reviewed in this study is guided by the research questions and objectives. This study focuses particularly on the unemployment of the youth in South Africa's townships and the potential for the development of businesses in the townships. A township may be defined as an undeveloped area that was initially set out for South Africa's non-white citizens during the apartheid regime. Township economy is a term used to refer to economic activity in a township (Pernegger and Godehart, 2007, p.11). The review

of the existing literature will firstly explore the structure of South Africa's mainstream and informal economy. Secondly, the review of the existing literature will establish unemployment as a global problem as a base for the need for entrepreneurship. Thirdly, the literature will give insight into the challenges faced by young entrepreneurs in South Africa's townships. Lastly, the literature will shed light on possibilities for the growth of domestic markets through a review of existing government interventions aimed at increasing trade in townships.

1.6.1 The South African economy

Post-apartheid South Africa has brought about much-needed hope of a relatively better space for the country's citizens. Inclusivity, equality, and economic growth are a few examples of terms used to describe this newly found haven. Carter and May (2001, p.1988) state that, economic conditions in the country have seen an increase in unemployment and poverty. Dias and Posel (2007, p.19) argue that there has been a shift in labour requirements between the traditional labour force of decades past and the modern-day labour force. Chen (2012, p.2) states that developing economies face challenges in that today's markets are heavily dependent on capital-intensive technologies while a significant portion of the population possesses more traditional occupations such as blue-collar work and small-scale production. These traditional occupations represent the livelihood of a significant portion of people living in townships. The widely reported skills shortages in South Africa are a testament to such claims (Palmer, 2017, p.14). With poverty still, a major challenge to overcome, high unemployment has often been the centre of attention (Ligthelm, 2012, p.11416). The growth of local markets through investments into skills development and job creation have long been subjects of great debates and may result in significant gains in developing economies (Chen, 2012, p.19).

1.6.2 Nature of domestic unemployment

South Africa has struggled to significantly decrease unemployment rates over the past decade. Unemployment is an issue that many experts believe leads to poverty, crime, and violence as the poor turn to desperate measures to survive (Du Toit, 2015, p. 13 -14). To truly understand the extent of this problem, one must first define unemployment and explore the causes of this issue. StatsSA (2019) claims that unemployed persons are persons who are a part of the Labour force in that they have searched for work or started a business over the past four weeks. This distinction allows one to differentiate between people who are in the labour force and those that are not active. Persons deemed to not be part of the Labour force are described as persons who are not actively seeking employment or starting their businesses (StatsSA, 2019). Unemployment varies across different age groups, races, and sex (StatsSA, 2019). In South Africa, the causes for increasing levels of unemployment have been attributed to the country's poor economic

performance, lack of information, experience and skills, employer hiring preferences, failing education system, and individual-level barriers such as cost of looking for work (De Lannoy, Graham, Patel, and Leibbrandt, p. 30 – 38). It is important to note that decreasing unemployment rates is not an issue for any single country, but rather a global issue that needs to be addressed (Saleh, Salim, Jothr, and Issa, 2021, p. 1). In early 2019, the United States Bureau of Labour Statistics published a 0.1% increase in unemployment (National Conference of State Legislatures, 2019). This may seem like a relatively small increase however it is evidence that keeping unemployment rates low is a challenge for all.

1.6.3 Entrepreneurial challenges in townships

Owners of small enterprises experience several internal and external challenges in the running of a successful business (Bhorat, Asmal, Lilenstein, and Van der Zee, 2018, p. 28). These challenges include, but are not limited to, inadequate bookkeeping knowledge and skills, crime in the townships, lack of collateral needed to acquire finance, lack of government support and a lack of a sound business planning (Molefe, Meyer, and de Jongh, 2018, p. 12 - 15). In a study carried out in several South African townships, it was found that 74% of the respondents blamed a lack of marketing skills for the failure of their businesses (Van Scheers, 2011, p.5053). Co (2003, p.41) argues that socio-cultural factors have played a significant role in the drive to become an entrepreneur in black communities. While entrepreneurs have always operated in black communities, the apartheid regime's marginalising of black people meant that black people were excluded from participating in entrepreneurial activities and, this in turn may have pushed black people to view formal work as more desirable than entrepreneurial pursuits (Co, 2003, p. 41). One may reasonably assume that the perceptions of entrepreneurship being less professional than formal work may discourage the youth who reside in townships to explore entrepreneurship as a career path. Furthermore, the perceptions attached to the youth who attended school in their communities and those who attended schools in more developed towns are vastly different (Preisendörfa, Perks and Bezuidenhout, 2014, p. 162-165).

1.6.4 Existing government interventions

The South African government views the alarming rate of unemployment as an issue that needs immediate attention (StatsSA, 2020). In 2018, Cabinet ministers approved a R2.1 billion injection into the small enterprise development fund, scheduled to commence over the 2019/ 2020 period. The Department of Small Business Development has intentions to encourage businesses owned by black people in South Africa. This will be done through grants of up to R1 million given to owners of small enterprises should their application be successful. The National Treasury expects to aid over two thousand small entities over

two years (2018–2020). An estimated allocation of around R800 million will be made to contribute to the Enterprise Development and Entrepreneurship Programme (National Treasury, 2018).

1.7 Significance

To the researcher's knowledge, this study is the first of its kind to focus on Klaarwater Township. The study will explore the operations of various business models in a township setting. It is necessary, more so for a developing country plagued by poverty and unemployment, that the youth are given every opportunity to succeed in their entrepreneurial pursuits. This study will examine the factors that hinder the growth of township businesses. This study will further contribute towards shaping trade in townships that not only improves the efficiency of these markets but also promotes entrepreneurship amongst the unemployed youth.

1.8 Justification

The future of a society rests in the hands of the youth. It is of great importance that the South African government empowers the youth and nurture talent to ensure the continued economic growth of South Africa. This study will shed light on entrepreneurship amongst the unemployed youth in Klaarwater. This study will further provide a guideline towards effective supply chain management that will aid the youth in their entrepreneurial pursuits. This study will raise awareness of existing government interventions that seek to promote entrepreneurship in South Africa's townships.

1.9 Research methods

1.9.1 Research design

Broadly, the researcher designed the study in a way that will provide depth and knowledge about unemployment and entrepreneurship amongst the youth in society. A research design may be viewed as a map that will guide the techniques and tools used to collect data, the preparation, and analysis of data, and the presentation of data to provide logical answers to the researcher's predetermined research questions (Cook and Cook, 2016, p. 190-192). Saunders, Lewis, and Thornhill (2016, p. 100-110) state that research design is guided by two factors: (1) the researcher's beliefs and assumptions and (2) research philosophies that detail beliefs and assumptions. The beliefs and assumptions of the researcher may be categorised into three groups namely epistemology, ontology, and axiology (Yilmaz, 2013, p. 316). It is through the exploration of these three groups that the one uncovers research philosophies. Five main research philosophies are commonly adopted namely positivism, critical realism, interpretivism, post-modernism, and pragmatism. These philosophies further feed into decisions regarding the research approach (qualitative, quantitative, or mixed methodology) and research strategy – ethnography, experiments,

grounded theory, action research, survey, narrative inquiry, archival research, and case studies (Saunders *et al.*, 2016, p. 135).

Edmonds and Kennedy (2016, p. 24-28) argue that qualitative research is underpinned by four main research designs namely phenomenology, ethnography, case study, survey, and grounded theory. The researcher adopted a qualitative approach and used a case study design to obtain insights on the propensity towards youth entrepreneurship in Klaarwater. A case study is an in-depth study of a situation. Sekaran and Bougie (2016, p. 98) further state that case studies allow researchers to probe phenomena in natural settings. This research design was used as it allowed the researcher to examine the role of effective supply chain management practices in the trade and further development of the market in Klaarwater.

1.9.2 Research approaches

Sekaran and Bougie (2016, p. 106) state that there are three main types of research approaches namely quantitative research, qualitative research, and mixed methodology. Quantitative research is a research approach that collects data and expresses the data numerically for statistical analysis (Astalin, 2013, p. 119). Qualitative research is a research approach formed on the basis of a natural inquiry into social phenomena for in-depth understanding (Kothari, 2004, p.3). Mixed methodology employs the use of both quantitative and qualitative approaches to obtain insights about phenomena and analysing data collected for statistical purposes (Sekaran and Bougie, 2016, p.106). This study adopted a qualitative approach to gain insights on trade in Klaarwater. This approach was adopted as the researcher aims to obtain views and opinions of the market in Klaarwater. The uniqueness of each business in its vision, mission, and objectives requires a naturalistic view of the challenges and opportunities that exist in the community.

1.9.3 Study site

A study site may be viewed as the geographical location or physical setting in which a study is conducted by a researcher (Saunders *et al.*, 2016, p. 59). This study was conducted in Klaarwater, a relatively small township in eThekweni, South Africa.

1.9.4 Target population

A target population is the complete set of elements or groups of people, with characteristics that are similar and are of interest to the researcher (Saunders *et al.*, 2016, p. 275). The researcher will use data collected from the target population to make inferences about the phenomena (Sekaran and Bougie, 2016, p. 332). The target population for this study was made up of residents and shop owners in their youth (between 15

to 34 years old). This study's target population was selected following the research problem which details the concern over unemployment amongst the youth and the challenges faced by the youth in their entrepreneurial pursuits.

1.9.5 Sampling strategies

Sampling strategies refer to the techniques employed by the researcher in his/ her selection of the participants of the study (Sharma, 2017, p. 749). There are two main sampling strategies namely non-probability sampling and probability sampling. When using non-probability sampling, elements in the target population have an unknown chance of being selected (Edmonds and Kennedy, 2016, p. 20). This means that the researcher may not be able to confidently use findings to generalise to the entire population. Saunders *et al.*, (2016, p. 207) state that probability sampling differs in that the subjects in the target population have a known or predetermined chance of being selected. Probability sampling allows for greater generalisability in that the chance of selecting elements in the population is known to a certain degree. This ensures that the sample offers a greater representation of the population than in non-probability sampling (Saunders *et al.*, 2016, p. 208). In non-probability sampling, there are two main sampling techniques namely convenience sampling and purposive sampling. Quota sampling and judgment sampling are a further two sampling techniques that fall under convenience sampling and purposive sampling. In probability sampling, the researcher has four main techniques to choose from namely simple random sampling, systematic sampling, stratified random sampling, and cluster sampling (Sekaran and Bougie, 2016, p. 243).

This study employed both convenience and purposive sampling to select participants. Saunders *et al.*, (2016, p. 304) define convenience sampling as a “non-probability haphazard sampling procedure in which cases are selected only on the basis that they are easiest to obtain.” Etikan, Musa, and Alkassim (2016, p. 4) define judgmental or purposive sampling as “the deliberate choice of a participant due to the qualities the participant possesses.” This sampling technique entails the researcher selecting participants based on their perceived knowledge or experience on the subject matter. The researcher interviewed the available (convenience) shop owners and their respective customers in Klaarwater who match the researcher's predetermined reasons (purpose) i.e., shop owners in their youth, aged between 15 and 34, and customers who purchase goods and services from the identified shops. It is important to note that this study focused on youth entrepreneurship and sought to shed light on the supply chain management dynamics that the aspiring entrepreneurs face. With that being said, the business owners who were selected run different types of businesses and services, which allowed the researcher to obtain greater knowledge on the challenges faced by entrepreneurs in the townships. This provision allowed for an overall richness of experiences to be shared in the interviewing process. These sampling techniques allowed the researcher to effectively achieve the set objectives of this study as the aspiring entrepreneurs and their respective customers gave a first-hand account of the trade dynamics in Klaarwater.

1.9.6 Sample size

Sample size refers to the entire number of subjects chosen to partake in a study (Sekaran and Bougie, 2016, p. 396). This study had 49 participants. Klaarwater is a relatively small township. Shops in the area sell similar goods. The researcher only identified only 7 businesses in Klaarwater that are owned by persons in their youth that differ in goods and services provided. The seven shop owners were interviewed, and the researcher further conducted focus group discussions with a total number of 42 residents. Time and safety concerns required the researcher to limit the number of participants in the study. These residents were recruited at the respective businesses via posters informing the consumers about the study and asking for their participation, allowing the researcher to collect data from persons who consume goods and services sold by the businesses.

1.9.7 Sample

A sample is a portion of the entire population from which data will be collected by the researcher (Sekaran and Bougie, 2016, p. 237). The sample for this study included a total of seven (7) shop owners and forty-two (42) residents/ customers who frequent the respective shops. Data collected from residents of Klaarwater allowed the researcher to view the performance of businesses in Klaarwater from the customers' perspective.

1.9.8 Data collection method

Data collection methods need to be considered carefully when undertaking research to ensure that the right instruments are employed to facilitate data collection from participants. This study adopted a qualitative research approach and will employ the use of semi-structured interviews and focus group discussions to collect data from participants. The flexibility of semi-structured interviews, unlike the rigid structured interviews, allowed the researcher to ask relevant questions without limiting the respondent from expressing their views. Adhabi and Anozie (2017, p 4) state that “although there is a set of guiding questions, the response of the subject gives the researcher the flexibility to pose more enhanced questions than the initially drafted ones.” According to Amro, Ghuloum, Mahfoud, Opler, Khan, Hammoudeh, Hani, Yehya and Al-Amin (2019, p. 975 – 976). A focus group discussion is a flexible research instrument, which is used to “exploring the participants' experience.” Nyumba, Wilson, Derrick and Mukherjee (2018, p. 21) argue that in focus group discussions, the researcher facilitates or moderates a group discussion between participants and not between the researcher and the participants.” Focus group discussions allow the researcher to obtain different perspectives on the phenomenon as the respondents are asked to express their views about a topic. The researcher conducted seven (7) focus group discussions to obtain insights from respondents on the research problem.

1.9.9 Data quality control

To ascertain quality of qualitative research, a researcher must ensure trustworthiness of data. Forero, Nahidi, De Costa, Mohsin, Fitzgerald, Gibson, McCarthy and Aboagye-Sarfo (2018, p. 2) state that credibility, dependability, transferability and confirmability are strict measures used to establish trustworthiness. Elo, Kääriäinen, Kanste, Pölkki, Utriainen. and Kyngäs (2014, p. 3) state that “credibility deals with the focus of the research and refers to the confidence in how well the data address the intended focus.” Dependability is concerned with consistency or the extent to which a study may be repeated and reproduce the same or similar results (Chowdhury, 2015, p. 150). According to Tong and Dew (2016, p. 71) transferability measures the extent to which findings may be relevant to other settings and, confirmability ensures that the findings and interpretations accurately reflect the views participants views and are not unduly swayed by the researcher's preferences or personal agenda.

1.9.10 Data analysis

Analysis of data refers to the process of interpreting and logically sorting the data to show relationships between variables (Vaismoradi, Turunen, and Bonda, 2018, p. 400). Data collected in this study were analysed using thematic analysis. Sgier (2012, p.19-21) states that thematic analysis is a method of analysing qualitative data that seeks to identify patterns in the findings of a study. Qualitative data analysis requires the researcher to reduce the data into groups or categories. This will allow the researcher to present organised findings using graphs, matrices and charts to name a few. An organised view of the data creates a cohesive body of information (Sekaran and Bougie, 2016, p. 332-335). Computer software was employed to facilitate the analysis of data. NVIVO version 12 and Microsoft Excel was used to analyse qualitative data as it allowed the researcher to organise data and present data in a way that depicts relationships between variables.

1.10 Ethical consideration

The researcher obtained Ethical clearance to conduct the study from the University of KwaZulu-Natal Ethics Committee. The researcher further obtained gatekeeper’s letters from the chosen entrepreneurs. Furthermore, the researcher sought informed consent from participants and ensured that their dignity was upheld and that they were participating at their own will, given the knowledge provided about the study. The researcher ascertained that privacy and confidentiality were upheld by reminding participants of their right to keep their information from the public. The researcher adopted pseudonyms in this study to ensure that participants remain anonymous.

1.11 Limitations of the study

The study was carried out during the Covid-19 pandemic which saw the enforcement of movement restricting and social distancing laws in South Africa. In respect of the social distancing laws set out by the university, in accordance with the government regulations, the researcher selected a smaller sample than was previously envisaged to complete this study. A lack of awareness and knowledge of the business processes required to run their respective businesses hindered the shop owners' ability to respond openly and honestly to interview questions. Shop owners were reluctant to disclose shortcomings in the operations of their businesses. The researcher informed shop owners of their right to anonymity in their participation. The researcher further ensured that the participants' identities were protected by using pseudonyms. This allowed the shop owners to respond more openly and honestly without fear of exposure.

1.12 Dissertation structure

This study will be presented following the breakdown below:

Chapter One: Introduction

This chapter presents the introduction, background, and research problem of this study. This chapter further presents the research questions and objectives; adopted research methodology, and limitations of this study.

Chapter Two: Literature review

This chapter presents a review of existing literature on concepts relating to this study. This chapter will further present the conceptual framework that underpinned this study.

Chapter Three: Research methodology

This chapter presents an outline of the adopted research methodology, from the initial selection of research design to the analysis of data collected for this study.

Chapter Four: Findings

This chapter presents the major themes and subthemes of this study and further presents the findings based on data collected.

Chapter Five: Discussion of findings

This chapter presents discussions of the findings of the study's objectives. This chapter further discusses other contributing factors emerging from findings.

Chapter Six: Conclusions and recommendations

This chapter presents conclusions drawn from the findings of this study and provides recommendations for future research.

CHAPTER TWO.

A REVIEW OF THE LITERATURE

2.1 Introduction

A chance at a better life for all, the undeniable theme of life in post-apartheid South Africa is yet to be realised as almost three decades since the fall of the apartheid regime, many South Africans still live in hopes of a better tomorrow (John, 2018, p. 57). While new laws have done well to promote equality and protect the rights of all South Africans, the rate of change remains a major concern as young hopefuls from South Africa's densely populated townships and rural areas struggle to obtain access to higher education and training (Adonis and Silinda, 2021, p. 88). What does this then mean for the young hopefuls who lack job market skills and cannot find work? The answer to that question is complex. One practical scenario shows the young leaning towards entrepreneurship. Mefi and Asoba (2020, p. 4) entrepreneurship as "innovation through the provision of new goods, new production methods, the penetration of new markets, the determination of new sources of supply of goods and services or the formation of new organisations." This study will focus on the challenges faced by the youth in townships, who opt for entrepreneurship. The National Youth Commission (NYC), in accordance with the National Youth Commission Act (1996) and the National Youth Development Policy Framework (2002), defines the youth as "those falling within the age group of 14 to 35 years." This definition is consistent with that of the African Youth Charter (2006). This study views the youth as "persons aged between 15 – 34" as defined by StatsSA (2020).

It is important to note that not all entrepreneurs choose this route because of a lack of access to higher education and training. For some, this is the desired route to achieving one's goals in life. Whatever the reason, Small, Medium & Micro Enterprises (SMME) contribute significantly to the economy. South Africa's Small Enterprise Development Agency (SEDA) (2016) states that "the definition for SMME encompasses a very broad range of firms, some of which includes formally registered, informal and non-VAT registered organisations. Small businesses range from medium-sized enterprises, such as established traditional family businesses employing over a hundred people, to informal micro-enterprises. The latter includes survivalist self-employed persons from the poorest layers of the population." It is in the best interests of a developing nation to invest in its domestic markets to drive sustainable economic growth (Ajibade and Khayundi, p. 176).

The study focused on the youth in Klaarwater and the challenges that the youth face in their entrepreneurial pursuits. Klaarwater is a relatively small township located in the eThekweni Metropolitan Municipality of KwaZulu-Natal, South Africa. StatSA (2019) reported that youth unemployment in the eThekweni Municipality stood at approximately 39%. Klaarwater is located on the outskirts of Pinetown, relatively

close to industrial areas and big retail chains, the ever-increasing price of petrol means that residents spend a significant portion of their income on commuting across relatively short distances for work and shopping needs. There is a strong need to include the youth and promote entrepreneurship amongst the youth to radically transform Klarwater's economic landscape. Characterised by an abandoned strip mall and vacant shop spaces in the community's resource centre, one may be confused as to why these resources are not in use. There is a clear need to create links between the available resources and the entrepreneurs who aim to provide goods and services to the community in the most cost-efficient way. This study aims to highlight the challenges and opportunities faced by young entrepreneurs through modelling the supply chain management practices in Klarwater and subsequently shed some light on ways to overcome these challenges so that businesses thrive in the township. The figures below, based on 2011 census data, display the ages and gender of people in Klarwater in the proportion of the population.

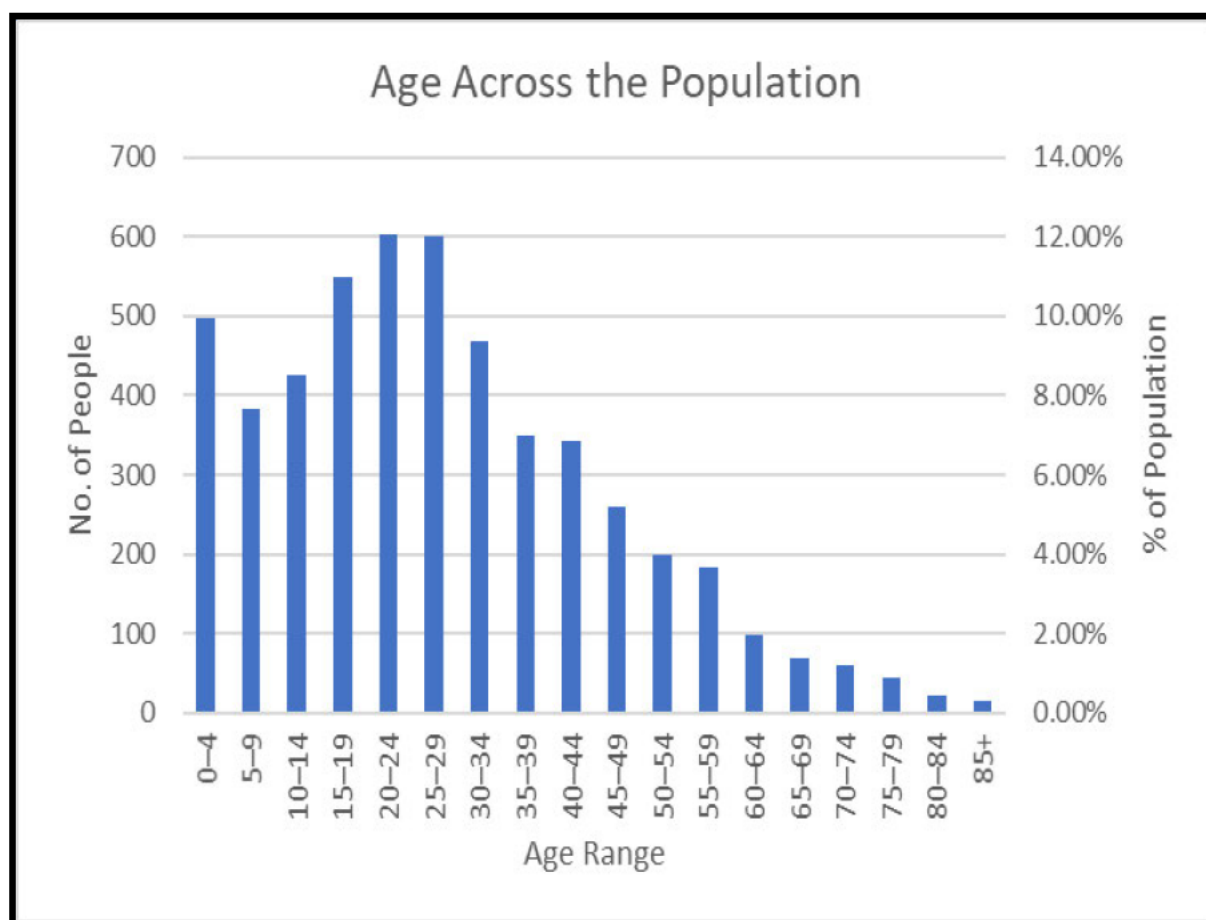
Figure 2- 1: Age and Gender in relation to population (census 2011)

Age	No. of People	Percentage	Area	Population	Households
0-4	497	9.60%	1.37 km ²	5,178 (3,770.51 per km ²)	1,519 (1,106.10 per km ²)
5-9	384	7.42%			
10-14	426	8.23%			
15-19	550	10.63%			
20-24	603	11.65%			
25-29	601	11.61%			
30-34	469	9.06%			
35-39	349	6.74%			
40-44	343	6.63%			
45-49	259	5.00%			
50-54	199	3.84%			
55-59	184	3.55%			
60-64	99	1.91%			
65-69	70	1.35%			
70-74	61	1.18%			
75-79	45	0.87%			
80-84	22	0.43%			
85+	15	0.29%			

GENDER	COUNT	% of POPULATION
Male	2,756	53.23%
Female	2,422	46.77%

Source: adapted from <https://census2011.adrianfrith.com/place/599158001>

Figure 2- 2: Age and Gender in relation to population (census 2011)



Source: adapted from <https://census2011.adrianfrith.com/place/599158001>

Figure 2-2 shows that the youth account for more than half of the of the total population. The youth, who are central to this study may potentially play a big role in shaping the economy through their entrepreneurial pursuits. With a large portion of the population being in their youth, one might be tempted to imagine the possibilities that could stem from getting the youth involved in entrepreneurial activities from an early age. Rashid (2019, p. 3) states that “entrepreneurship education at the secondary level encourages entrepreneurial behaviour and the development of relevant socio-emotional skills, while at the post-secondary level enhances the development of entrepreneurial capabilities and mindsets.” In discussing attitudes and views towards entrepreneurship, Boldureanu, Ionescu, Bercu, Bedrule-Grigoruță and Boldureanu (2020, p. 2) claim that “studies report that successful entrepreneurial models can have a positive impact on both the attitudes of individuals towards entrepreneurship and on their entrepreneurial intentions.” The exposure to entrepreneurship as a career path that one could be successful in may go a long way in instilling a culture of entrepreneurship that will in turn contribute to the growth of the South African economy.

2.2 The South African economy

The promises of inclusivity, equality and transformation and an overall better space for the country's citizens in post-apartheid South Africa are yet to materialise (Mthembu, 2017, p. 2 – 3). Carter and May (2001, p.1988) state that, economic conditions in the country have seen an increase in unemployment and poverty. Dias and Posel (2007, p.19) argue that there has been a shift in labour requirements between the traditional labour force of decades past and the modern-day labour force. Chen (2012, p.2) states that developing economies face challenges in that today's markets are heavily dependent on capital-intensive technologies while a significant portion of the population possesses more traditional occupations such as blue-collar work and small-scale production. These traditional occupations may present a challenge in matching the labour force's skills and present-day industry demands. Ohei and Brink (2019, p. 33) state that "a skills mismatch occurs when the higher education system is ineffective in producing quality graduates that have the skills needed in the labour market. It also occurs when a graduate/employee has a lower skill level than is expected to function adequately in their job." Reddy, Borat, Powell, Visser and, Arends, 2016, p. 17) assert that skills mismatches exist as a result of changes in job market demands and, inadequate education and qualifications in labour supplied. With poverty still, a major challenge to overcome, high unemployment has often been the centre of attention (Ligthelm, 2012, p.11416). Langa, and Govender (2019, p. 30) states that small businesses could potentially address issues around poverty, unemployment and inequality and "contribute to economic growth and competitiveness." Kraai (2021, p. 8) argues that small businesses are responsible for the creation of 55% of all jobs in the country. The growth of local markets through investments into skills development and job creation have long been subjects of great debates and may result in significant gains in developing economies (Chen, 2012, p.19).

The South African economy, as is the case for all economies around the world at present, has been dealt a major blow in the rapid spread of the Corona Virus Disease 2019 (Covid19) (Chauke and Chinyakata, 2020, p. 70). According to the Africa Centres for Disease Control and Prevention (2020) "Covid19 is believed to have begun in animals. The virus is reported to have spread from animals to humans. The first known cases of the virus were reported by officials in Wuhan City, China, in December 2019." The World Health Organisation (2020) reported that "the disease spreads from person to person through infected air droplets that are projected during sneezing or coughing. It can also be transmitted when humans have contact with hands or surfaces that contain the virus and touch their eyes, nose, or mouth with the contaminated hands." American-based news television channel Cable News Network (2020) reported that as of 15 June 2020, reported positive coronavirus cases stood at over 7 million with over 400 000 deaths worldwide. According to South African-based news and media channel eNews Channel Africa (2020) South Africa's figures in the same period stood at over 70 000 confirmed cases and almost 2000 deaths.

2.3 Skills, resources, and knowledge gap

For any firm, industry, or economy to develop and grow, the right assortment of skills, knowledge, and resources is needed (Premaratne, 2001, p. 363). Experts argue that one of the most important factors in any firm is the firm's human capital (Lawler, 2008, p. 3 – 7). According to Kucharčíková (2011, p. 63), human capital is understood to be the “combined knowledge, skill, innovativeness, and ability of the company's individual employees to meet the task at hand.” Charlwood, Stuart, and Trusson (2017, p. 6) further define human capital as “the knowledge that individuals acquire during their life and use to produce goods, services or ideas in the market or non-market circumstances.” When you consider that a firm's employees are responsible for carrying out the processes and activities that generate business, one may argue that human capital is an important factor in any firm as employees do not only carry out the existing processes to generate business but also contribute to innovations that may benefit a firm in the foreseeable future (Kianto, Sáenz, and Aramburu, 2017, p. 5). Trendle (2009, p. 9) argues that a skills shortage occurs when the supply of necessary skills is less than the demand for these necessary work-related skills. Townships, in general, lack the infrastructure and other resources needed to drive sustainable businesses that can aid in the unemployment crisis (Cant, 2017, p. 108).

2.4 Unemployment in South Africa

Unemployment is the subject of great concern in South Africa (Makaringe, and Khobai, 2018, p.1 – 2). According to published reports by StatsSA (2020), the labour force is the total number of employed and unemployed persons who fall under the working-age (15 to 64 years). StatsSA (2020) further defines unemployed persons as:

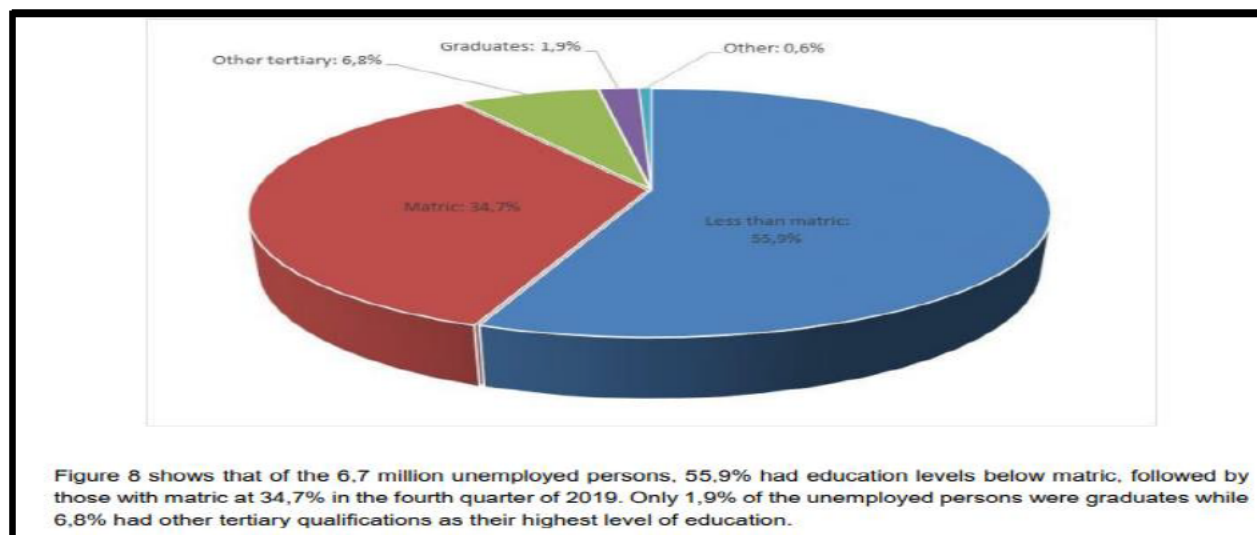
“Those (aged 15–64 years) who: (a) Fall under official unemployment (searched and available); and (b) Were available to work but are/or discouraged work-seekers or have other reasons for not searching”

It is important to note that in South Africa unemployment may be caused by various factors including but not limited to, (1) people being unemployed as they transition from one job to the next; (2) people being unemployed as a result of changes in requirements in the labour market, for example, in the agricultural sphere workers may not be needed after sowing until harvest; (3) people may be unemployed as a result of economic fluctuations and (4) people may be unemployed because they lack the skills required in the industry (StatsSA, 2020). The latter occurs more in technology-intensive industries (Dagume and Gyekye, 2016, p. 60).

The graph below, adopted from StatsSA's (2019) Quarterly Labour Force Survey displays the proportion of unemployed persons by education level. From the graph, one can deduce that a combined total of 43.4% of unemployed persons in the country have some level of tertiary qualification. This is concerning as the country suffers from a skills shortage – skills that are an important resource needed in supply chains across

all industries (Heyns and Luke, 2018, p. 3). The International Monetary Fund (2016) suggests that young tertiary-educated individuals are opting to go abroad in search of work. The report further states that “the migration of young and educated workers takes a large toll on a region whose human capital is already scarce” (International Monetary Fund 2016).

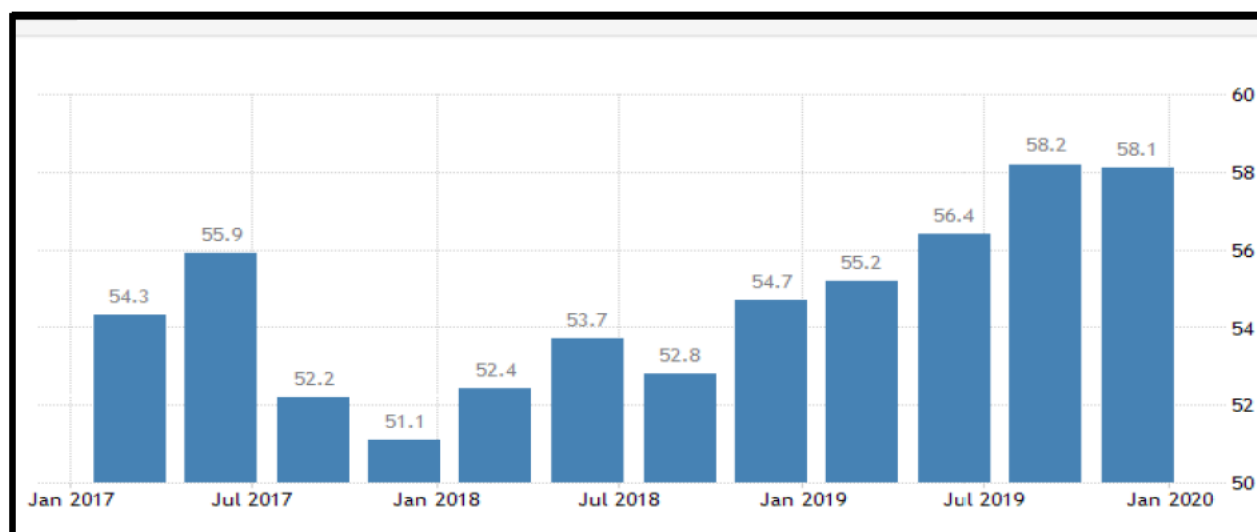
Figure 2- 3: Proportion of the unemployed by education level, Q4: 2019



Source : <http://www.statssa.gov.za/publications/P0211/P02114thQuarter2019.pdf>

To further express the concern over unemployment one may consider unemployment amongst the youth. Unemployment amongst the youth in South Africa stood at 58.1 % at the end of the 4th quarter in 2019 (StatsSA, 2019). The graph below depicts the changes (biannually) in youth unemployment from January 2017 to January 2019.

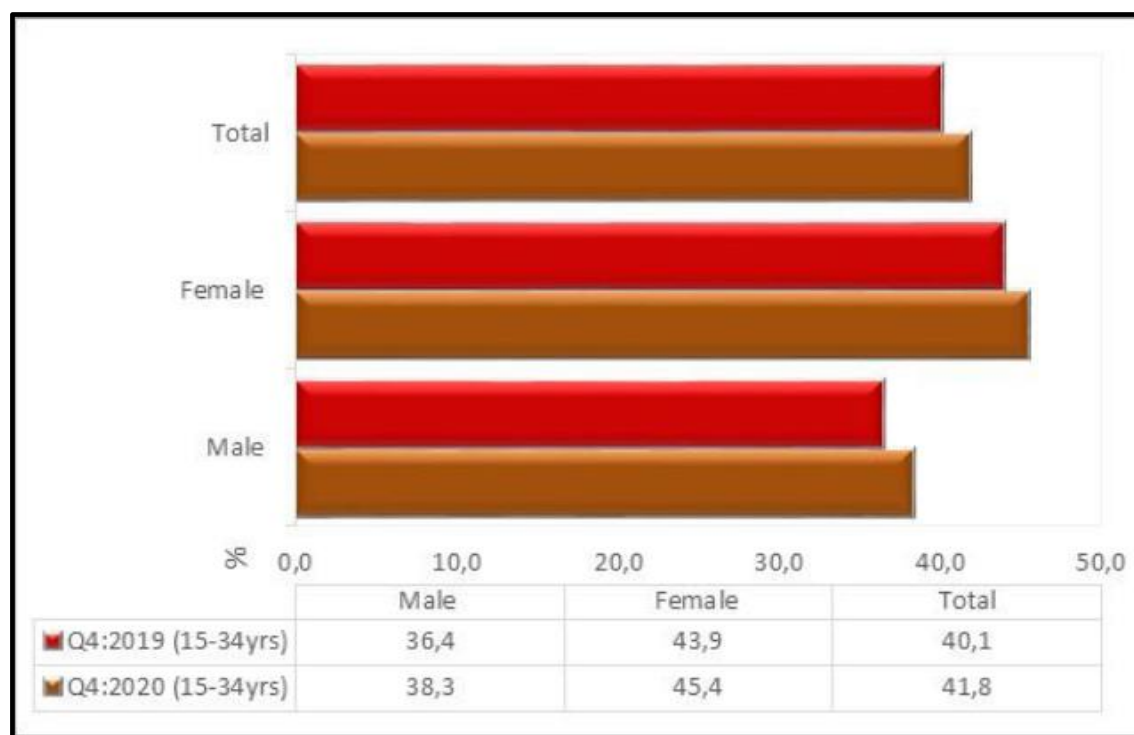
Figure 2- 4: South African Youth Unemployment Stats



Source : <https://tradingeconomics.com/south-africa/youth-unemployment-rate>

Figure 2-4 above depicts the dire situation facing South Africa at present. The unemployment rate amongst the youth is on an upward trajectory and requires immediate attention. It is important to note that several factors contribute to unemployment amongst the youth. StatsSA (2021, p. 14) asserts that a significant portion of the youth is not in employment, education, or training (NEET). Figure 2-5 below compares the NEET rate amongst the youth, both male and female, aged between 15 – 34 years for quarter 4 (Q4) of 2019 and that of 2020.

Figure 2- 5: NEET Rates for Youth Aged Between 15 – 34 Years by Sex



Source: *StatSA (2021, p. 14)*

Figure 2-5 above depicts that in Q4 of 2019, 40.1% of the total number of persons in their youth were not in employment, education, or training. Of this 40.1%, 43.9 % were female and 36.4% were male. The NEET rate for Q4 of 2020 suggests that there was a 1.7% increase from the previous year over the same period. A total of 41.8% of the total number of persons in their youth were not in employment, education, or training in Q4 of 2020. Of this 41.8%, a total of 45.4% were female and 38.3% were male. Msimanga (2013, p.20) states that “regardless of the demand for females to participate in the labour market; some females still regard marital status and children dependency as important factors that prevent them from seeking employment.” Cultural beliefs and perceived gender roles which depict women as “care givers” and not “breadwinners” have contributed greatly to the staggering unemployment amongst females (Viljoen and Dunga 2013, p. 65). Hills (2015, p. 167 - 168) asserts that the South African government is taking steps in promoting equal gender representation in the labour market through policy such as the Gender Policy Framework which aims “to take a significant step in striving for gender equality by

enhancing the influence of the National Gender Machinery and by strengthening the voice of women in civil society, Parliament and in other organisations.”

Investment into small and medium enterprises may contribute greatly to economic growth and decreasing the country’s unemployment rate which ranks amongst the highest in the world (Bushe, 2019, p. 1 - 2). In a publication by the USA’s Central Intelligence Agency (2017), South Africa was ranked amongst the top twenty (20) countries with the highest unemployment rates in the world. According to FinScope (2020) “the small business sector has also been observed to be the main absorber for marginalised segments such as women, youth and poor communities (township and rural population).” Bhorat *et al.*, (2018, p. 17) argue that “there is a dire need to put policies in place which serve to increase participation in the informal sector, because for many labour market participants, informal sector employment may be a realizable alternative to unemployment.” Rogan and Skinner (2017, p. 27) assert that the South African government has increased efforts to develop the informal sector through policy such as the National Development Plan (2030) and the National Informal Business Upliftment Strategy (NIBUS).

2.5 The township economy

To understand the term “township economy” a brief description of townships will be provided and linked to the understanding of an economy. Historically, townships were designated residential areas for non-white South African citizens (Hikido, 2018, p. 5). The racial divide meant that non-white citizens could not live in the cities like their white counterparts (Mamphe, 2019, p. 17). As a result of spatial segregation under apartheid laws, townships were located outside the main cities in underdeveloped areas lacking in infrastructure (Baffi and Cottineau, 2020, p. 8). Booyens and Rogerson (2019, p. 56) describe townships as “dormitory settlements, with minimal infrastructure” where business and trade were limited by apartheid legislation. These areas offer limited opportunities for employment which in turn forces residents to venture out into the main cities to find work (Manyaka-Boshielo, 2017, p. 3). The added distance created by the forceful movement of non-whites to areas outside of the main city exacerbated the cost of travelling to the city to find work (Mbambo and Agbola, 2020, p. 332). Those who were unable to find work were often left with no alternative other than venturing into entrepreneurship for survival (Tengeh and Mukwarami, 2017, p. 62).

New developments through the changing of laws and the abolishment of restrictions on trade for non-white citizens has sparked an increase in the number of businesses operating in townships. This calls for a greater understanding of economic activity in the townships i.e., the township economy. Scheba and Turok (2020, p. 80) define the township economy as “all the economic activities occurring informally promulgated urban areas known as townships. This encompasses the production, distribution, exchange and consumption of goods and services.” Cant and Rabie (2018, p. 229) further define the township economy as “the micro-economic and related activities occurring within townships.” While the upsurge

in trade in townships is largely positive, the influx of foreign-owned shops it presents several challenges to existing locally owned shops in these areas (Lamb, Kunene and Dyili, 2019, p 1352). These challenges will be discussed later in the literature review. With very limited amenities and sources of entertainment, townships still offer limited opportunities for the youth not only to grow and develop their skills but also to instil a sense of purpose in their lives (Fonseca, 2019, p.58). Manyaka-Boshielo (2017, p. 3) states that this may result in the youth's involvement in "becoming depressed and behaving in socially unproductive ways, such as involvement in criminal activity, high rates of teenage pregnancies in township areas, high school dropout rates, and high levels of substance abuse."

Despite a lack of focus on the township economy in the past, experts argue that these small businesses are crucial to the economy of the country (Mboyane, 2006, p. 1). Small businesses operating in South African townships contribute significantly to the economy. Hare (2018, p. 6) states that in the year 2000, retail trade from small businesses in the townships contributed towards 2.7% - a total of R7.4 billion – of total retail trade in the country. Chavez (2016, p. 6) indicates that entrepreneurship is the key to transformation in society with its potential to contribute to economic growth. The township economy harbours a variety of different shops and business models from hair salons, carwashes, contractors, mechanics, taverns and small convenience shops (spaza shops) (Winlock, 2018, p. 21). Spaza shops may be defined as small informal retail shops often run at one's place or neighbourhood of residence in South African townships (Von Broembsen, 2010, p. 7). Spaza shops are tasked with bringing goods closer to township dwellers at a profit – a task that can be difficult to achieve when you consider that townships lie outside the city and business districts. This means that the cost of acquiring goods from the wholesalers in the city may be relatively higher than would be for businesses operating within city borders.

Given the high failure rates and desperate circumstances that drive some entrepreneurs in the townships, it is important to consider their understanding and knowledge of how to successfully enter and grow in the market (Ndweni, Mocwaledi, Mahlangu, and Schachtebeck, 2019, p. 411). Heizer and Render (2016, p. 66) argue that a firm's mission and chosen strategies to achieve its mission are the keys to economic survival and success. For businesses in the townships, this too is an important consideration. The importance of having a clear and communicated understanding of why the business exists and what needs to be done to ensure its continued existence is crucial in managing a business.

2.6 The role of Supply Chain Management

The term Supply chain Management (SCM) refers to "a set of practices for managing and coordinating the transformational activities from raw material suppliers to ultimate customers (Aziz, Ragheb, Ragab and El Mokadem, (2018, p. 56)." This means that SCM covers all associated activities from the acquisition of raw materials to the eventual consumption of finished goods and services by consumers. Christopher (2016, p. 5) states that SCM is "the management of upstream and downstream relationships with suppliers

and customers to deliver superior customer value at less cost to the supply chain as a whole.” A term coined in the early 1980s, SCM has evolved over the years from focusing on manufacturing to including linkages between other aspects of business such as marketing, finance, and customer support, and has become a key focus for businesses looking to thrive in the harshness of present-day markets (Hugos, 2018, p. 3 – 7).

2.6.1 Forming meaningful networks

Firms are tasked to form partnerships and relationships internally and externally to ensure the continuous flow of information, goods, and money (Kraai, 2021, 20). On the supply side of things, firms need to build strong relationships with suppliers, transporters, and other parties to ensure that goods are delivered on time as well as to share information about changes in the market. Creating and maintaining meaningful relationships with customers may also serve a firm well. This allows firms to effectively communicate specials, discounts, price changes, and other pertinent information. Mampheu (2019, p. 25) argues that non-native-owned small businesses benefit from building relationships with other non-native shop owners allowing them to collectively buy and share some business risks.

2.6.2 Responsiveness to market demands

The 21st century has seen consumers become more aware and informed about the goods they consume and how these goods are produced (Łopaciuk, and Łoboda, 2013, p. 1081). The new confident consumer “empowered by access to more information, social networks and digital devices” poses new challenges to firm (Deloitte, 2014, p. 4). Not only is it, now more than ever, important to have transparency in operations but also a strategic route to maintaining and developing relationships with consumers (Bemporad and Baranowski, 2007, p. 2). This requires firms be more aware of market changes to make supply chains to be more flexible in their design to respond to business disruptions successfully (Deloitte, 2014, p. 15). Fayezi, Zutshi, and O’Loughlin (2016, p2) define a supply chain’s flexibility as “an operational ability that assists organizations to change efficiently internally and/or across their key partners in response to internal and external uncertainties via effective integration of supply chain relationships.” Heizer and Render (2016, p. 298) further define flexibility as “the ability to respond with little penalty in time, cost or customer value.” Adding flexibility to supply chains allows for more effective ways of responding to disruptions outside the network as well as deviations with the network.

2.6.3 Gaining a competitive advantage

A firm's ability to stand out from the rest in the eyes of a consumer is driven by several key factors. Competing and leading on quality of goods, maintaining strong relationships with customers, and continuously improving goods may help a firm gain a competitive advantage over its competitors (Hatten, 2012, p. 11). A competitive advantage is understood to be the factor or factors that attract consumers to one firm over its rivals. The ability to gain a competitive edge and to maintain or improve it is key to the success of a business. Badenhorst-Weiss and Cilliers (2014, p. 6) state that the competitive advantage of a business can be regarded as the "unique and better way in which a profitable opportunity can be identified and sustained through creative and continuous planning". According to Heizer and Render (2016, p. 67), a competitive advantage is a unique characteristic in the good or service produced by a firm that drives customers towards the firm instead of its rivals. A competitive advantage may be achieved through several ways including but not limited to, (1) a firm's ability to respond quickly to market changes, (2) providing the most value at the lowest cost, and (3) offering unique products or services. Lu, Potter, Rodrigues, and Walker (2018 p. 3 – 4) argue that gaining a competitive advantage should be a strategic focus for individual companies and the supply chain as a whole to ensure the continued growth and sustainability of businesses. This is an important consideration as unsustainable practices of one firm may jeopardise supply along with the entire network and ultimately hamper the value delivered to the customer.

2.7 Challenges to township enterprises

2.7.1 Lack of knowledge and skills

One of the key strategic factors of a business lies in the expertise of management (Marivate, 2014, p. 22). Management is responsible for making strategic decisions for the betterment of the firm and supply chain. The reality is that businesses operating in townships are often self-funded, single person owned, and managed. This means that all decision-making responsibility falls to the owner without any input or consultation to allow for the depth of knowledge and idea generation. This may hamper the growth of the business as there may be a one-sided rationale when making decisions (Mboyane, 2006, p. 12). Dzomonda and Fotaki (2019, p. 3) further state that "that lack of information and awareness about the entrepreneurship career has hampered youth infiltration into this career." Regardless of the industry, a lack of knowledge of how to manage operations affects the firm's ability to provide a continuous flow of goods to customers. Heizer and Render (2016, p. 36) stress that operations management is key in enhancing efficiency as it is "the set of activities that relate to the production of goods and services through the transformation of inputs to outputs." Literature suggests that effective SCM is a key driver towards efficiency as it oversees the partnerships within the network to continuously share information and goods that will help align the network in the best position to achieve shared goals.

2.7.2 Costs of doing business

Small business owners in the townships have limited capital to use to firstly start up their businesses, secondly to run these businesses in the early stages of inception where profits are not realised and thirdly to leverage when acquiring resources (Hare, 2018, p.13). Shop owners struggle to obtain funding from the government or banks and as such must rely on their capital or contributions made by friends (Mampheu, 2019, p. 29). In reference to spaza shops (Kgaphola, Tawodzera, and Tengeh, 2019, p. 25 - 26). states that foreign owned shops “tend to have cordial relationship with their suppliers and this translates to credit facilities for them.” This means that risks taken by the business may end up being personal risks taken by the owner – a consideration that may discourage one from pursuing their entrepreneurial ambitions (Kgaphola, Tawodzera, and Tengeh, 2019, p. 26). This puts shop owners at a disadvantage as they may not be able to acquire enough stock or the equipment, they need to run their businesses.

2.7.3 Consumer perceptions

The attitudes and assumptions of consumers may be the difference between buying from one firm instead of its competitors. Mboyane (2006, p 12) states customer perceptions are influenced by several factors including but not limited to, a firm’s reputation, transparency in operations, cultural preferences, and relationship with the shop or shop owner. The lack of infrastructure and visible acts of shop policy such as cleaning up regularly or wearing a hairnet when one runs an informal fast-food shop may negatively affect perceptions of the shop. Further, shop owners in townships generally live and sell out of their residence. The informality of businesses in townships may also bring about negative attitudes towards the shop. One’s culture may play a key role in the way the shop is perceived. For instance, if the general feeling around the township is of despair and residents live pay-cheque to pay-cheque then they may expect the shop owner, who after all is a member of the community to charge relatively less than the big retail shops in the cities (Hare, 2018, p.15). This means that the may already customers have a view of the owner as an individual living in the community and may not necessarily be willing to pay the prices charged.

2.7.4 Location

The location of a business is a strategic consideration that is put in place to maximise value and profit. Heizer and Render (2016, p. 346) state that “location is a significant cost and revenue driver and often has the power to make (or break) a company’s business strategy.” Shop owners in the townships do not have the luxury of renting out well-secured commercial spaces close to amenities along busy parts of the city. Quite often, these businesses operate in the owner’s house, shack, or container on the side of the road

within the township. The lack of commercial spaces and amenities may hamper the growth of businesses in the townships (Mampheu, 2019, p. 29 – 30).

2.7.5 Capacity

The term capacity is understood to be the maximum production or storage capacity of a firm within a given period using its available resources. Heizer and Render (2016, p. 314) further define capacity as “the throughput or number of units a facility can hold, receive, store or produce in a period.” In adopting this definition and understanding capacity constraints, one may deduce that the lack of resources available to small businesses in the townships means they cannot always maximise their throughput. Layout, space, and storage capabilities available to businesses in townships may be limited as these shops often operate in one’s place of residence (Mampheu, 2019, p. 29). This ultimately means that the ability to effectively forecast and plan for demand is negatively impacted.

2.7.6 Crime

Crime in the townships has been and continues to be an ever-increasing concern for entrepreneurs and investors alike (Manaliyo, 2014, p. 596). Mampheu (2019, p. 29) states that the number of incidents of robbery of businesses in South Africa over twelve months (2013-2014) was 18615, a 13.7% increase over the period. Hare (2018, p. 13) argues that the positive impact that businesses in the townships create in the form of employment and easier access to goods is threatened by the high levels of crime in these areas. The inherent poverty and unemployment that exists in townships lead to other related social ills such as robbery and violence. The high crime rates deter potential investment and supply of goods to townships (Chebelyon-Dalizu, Garbowitz, Hause, and Thomas (2010, p. 13). This means that shop owners may end up paying more for transporting goods. One must note that informal trade in the townships often entails physical cash transfers as opposed to electronic means of payment for goods and services consumed. This places shop owners at risk of robbery and in most cases property damage. The cost of replacing damaged or stolen goods hampers the profitability and continuity of businesses in the townships. Additional security systems such as alarms and armed response are necessities that most shop owners in the townships simply cannot afford (Mukwarami, J. and Tengeh, 2017, p. 334).

2.7.7 Competition

Firms both formal and informal, big and small require some level of healthy market competition to maximise efficiency in the market (Lordkipanidze, 2021, p. 1 - 3). Hare (2018, p. 15) describes market competition as a rivalry that exists between firms selling the same or similar goods and services. Szerb, Lafuente, Horváth and Páger (2019, p. 1312) argue that competition firstly challenges the market and its participants to react and adapt to the changes and, secondly may lead to innovation as firms seek to survive

and flourish in a competitive environment. In adapting to changes and increased competition Kiel, Müller, Arnold and Voigt (2020, p. 27) state that “companies should make an effort to achieve an openminded, flexible, and collaborative environment facilitating vertical and horizontal connection throughout entire supply and value chains.” Small businesses in South Africa’s townships compete with non-native-owned informal shops and bigger well-established enterprises (Mampheu, 2019, p. 30). One may reasonably assume that larger firms have more resources and capabilities at their disposal making it easier to “out-perform smaller-sized firms, with fewer assets at their disposal (Crick and Crick, 2020, p. 207).” Well-established enterprises and non-native-owned shops in the township may be at an advantage as they can invest more capital to buy in bulk and may have more experience in running a business meaning that native-owned small businesses in the townships may end up charging more, unable to realise the same cost-saving measures adopted by their competitors (Makhitha and Soke, 2021, p. 17). Badenhorst-Weiss and Cilliers (2014, p. 3) state that “the biggest challenge faced by small businesses worldwide is competition. To survive, small business owners need to identify the competitive advantage they have over competing businesses.”

2.7.8 Advanced technology

The modern business environment relies heavily on Information Technology (IT) to increase operational efficiency (Ezza, Shokhnekh, Telyatnikova, and Mushketova, 2020, p. 1). According to Gunasekaran, Subramanian and Papadopoulos (2017, p. 3) “IT has revolutionized traditional logistics and supply chains to achieve numerous benefits such as increased efficiency and responsiveness.” To illustrate the role of IT, one may look at how the role of accounts changed. What was once paperwork-driven cumbersome labour requiring multiple checks, is now computer hardware and software-driven labour which can be completed efficiently and accurately (Imene and Imhanzenobe, 2020, p.49). Chebelyon-Dalizu *et al.*, (2010, p. 13) state that businesses in townships generally use less advanced tools when doing business. This may ultimately hamper operations and limit overall efficiency. Mpiti and Rambe (2017, p. 215) stress that investing in technology is key in keeping up with the latest trends and provides greater insights into customer preferences, however the high cost of advanced technology means that small businesses cannot “afford it because of their survivalist orientation.” The use of technology can, for instance, automatically trigger replenishment of goods as opposed to the more traditional way of physically counting stock and working out what needs to be produced.

2.7.9 Legislation

There are various laws regulations in place that govern the operation of businesses. According to The Department of Trade and Industry (DTI), these laws vary from the laws that protect the rights of consumers

such as the South African National Consumer Protection Act (CPA) of 2011 to laws that protect firms. Small business owners often do not have the knowledge or the funds to ensure that their businesses are registered. This hampers the ability for these small businesses to grow as they cannot receive funding from initiatives Garg and Makukule (2015, p. 76).

2.8 Government interventions

The South African government acknowledges the potential that SMMEs have to reduce unemployment and drive economic growth and has consequently introduced various initiatives to aid in the development of SMMEs (Botha, Smulders, Combrink and Meiring, 2021, p. 1). Small businesses in South Africa's townships may play a key role in the development of the economy with the assistance of favourable government interventions (Kubone, 2019, p. 1). Schirmer and Bernstein (2017, p. 26) argue that "policy initiatives should try to establish zones that could attract factories and entrepreneurs closer to townships, and more land for business should be made available in and around densely settled poor areas." Moos and Sambo (2018, p. 3). State that the government has offered support in "agencies like the Small Enterprise Development Agency (SEDA) who provides training for SMMEs and the Small Enterprise Finance Agency (SEFA) who attempts to close the financial gap faced by SMMEs." Tengeh and Mukwarami (2017, p. 62) assert the government introduced the "Shared Economic Infrastructure Facility" which allocated "R50 million allocated entirely to the support of small informal business entities" in support of SMME development. In 2018, Cabinet ministers approved a R2.1 billion injection into the small enterprise development fund, scheduled to commence over the 2019/ 2020 period (National Treasury, 2018). According to the DSBD (2021, p. 2) the Township and Rural Entrepreneurship Programme aims to "overcome the legacy of economic exclusion by creating a conducive environment for entrepreneurial activity and provide dedicated business support to enterprises in rural and township areas including access to funding." The National Treasury expects to aid over two thousand small entities over two years (2018–2020) with an estimated allocation of around R800 million to contribute to the Enterprise Development and Entrepreneurship Programme (National Treasury, 2018). Moos and Sambo (2018, p. 3) state that "although a number of interventions have been put in place to address the challenges faced by township economies, they were not highly effective due to the lack of knowledge and understanding of a township economy, its functioning and requirements."

Despite numerous efforts made by the government, South Africa has struggled to increase employment amongst the youth (Meyer, 2017, p. 59). This is, in some part, due to a large portion of the youth being from previously disadvantaged backgrounds (Dzomonda and Fatoki, 2019, p. 3). This factor amongst others has also contributed to a lack of skills amongst the black youth in South Africa ()– who mostly live in South African townships and rural areas. Schools in previously disadvantaged areas often do not have the resources that schools in more impoverished areas have (Mathebula, 2019, p. 65). Mlatsheni and

Ranchhod (2017, p. 21) state that youth “from the historically disadvantaged schools are more likely to be NEET.” In an attempt to encourage firms to employ the youth, 2014 saw the introduction of the Employment Tax Incentive (ETI), an initiative that lessens the tax burden when employers employ persons in their youth (Ebrahim and Pirttilä, 2019, p. 1). It is evident that unemployment amongst the youth will have a significant impact on the economy in the future (De Lannoy, Graham, Patel, and Leibbrandt, 2018, p. 14). Meyer (2017, p. 59) firstly states that entrepreneurship may be the solution to the ever-increasing unemployment rate amongst the youth, and secondly, firms need to play a role in the growth of the economy by offering skills and training through internships and learnerships. A collective effort through the government improving the education system and offering support to upskill the youth and, firms absorbing the unemployed youth may be the solution to the unemployment problem (Graham and Mlatsheni, 2015, p. 54).

2.9 Conceptual framework

The study was underpinned by a conceptual framework that explores the relationship between entrepreneur and customer. This framework draws from the Supply Chain Operations Reference (SCOR) model. Widely accepted for its comprehensiveness, Heizer, and Render (2016, p. 472) state that the SCOR model is “a set of practices, metrics, and best practices.” The model focuses on six essential elements required in the running of a business (Kurwakumire, Coetzee and Schmitz, 2020, p. 168). Established by management consulting firm Pittiglio Rabin Todd & McGrath (PRTM) and continually revised by the Supply Chain Council (SCC), a non-profit organisation formed in 1996 and whose sole focus is to enhance the functioning of supply chain processes, the SCOR model is a framework used to guide businesses in every stage of the provision of value to consumers (Zhang, Wang, Yang, Wu and Du, 2020, p.1).

Figure 2- 6: Conceptual Framework – A Holistic View of trade in the Township



Source: Adapted from the Academy for International Modern Studies, UK (2015)
<http://www.aims.education/study-online/supply-chain-operations-reference-model-scor/>

Elements of the framework

2.7.1 Young entrepreneurs

The youth, persons aged 15 to 34 as defined by the National Youth Commission and StatsSA, are the core focus of this paper. Jacobs, Moolman, and de Beer (2019, p. 130) claim that young entrepreneurs are challenged to find creative ways to earn a living in the townships. Shay (2017, p. 2 - 4) states that the reality is, not everyone graduates high school and enrolls at a tertiary institution. For some, this is not possible due to a lack of funding, space at various tertiary institutions, or several other factors which will be discussed later. This drives some to explore entrepreneurship to support their families and attain their goals in life (Charman, 2016, p. 1 – 3) These young entrepreneurs rely on their operational activities to deliver goods and services required by their customers in the community.

Entrepreneurs are tasked with being confident and resourceful enough to firstly identify gaps in the market exploit (Iacobucci, Iacopini, Micozzi and Orsini, 2011, p. 526). Secondly, aspiring entrepreneurs need to have a plan for how to start a business – the type of business, capital needed to start the business, capital needed to run the business in its early stages where the profit may not be attainable yet (Chavez, 2016, p 6 – 9). Entrepreneurs need to form relationships with suppliers and customers to ensure a smooth flow of information, money, and goods (Mukwarami and Tengeh, 2017, p. 341). A good understanding of these

fundamental factors will go a long way towards increasing efficiency across the supply chain. The modelling of trade in the township through SCM practices will allow for in-depth exploration into the various factors that influence a firm's ability to maximise the value provided to the customer and highlight that businesses across industries, whether big or small, are tasked with ensuring the continued supply of goods and services to meet consumer expectations.

2.7.2 Operational activities

The SCOR model allows firms to modify or remodel their processes, establish and set quantified performance measurements and provides a reference of the best practices to improve the management of supply chain operations (Hammadi, Souza, Barbu, Ouahman and Ibourk, 2018, p. 95). The core elements of the model, which fall under operational activities in the framework, are named as (1) plan, (2) source, (3) make, (4) deliver, (5) return and (6) enable (Supply Chain Council, 2012). The framework further draws on the SCOR model to explore techniques that ensure that performance targets are reached using a “combination of the best processes, management practices and employees with the necessary skills (Supply Chain Council, 2012).

2.7.2.1 Planning

Planning refers to an analytical procedure that draws from all business information to coordinate the running of the business and measuring of performance going forward (Sundarakani, Abdul Razzak, and Manikandan, 2018, p. 8 -9). According to Erkan and Ugur (2011, p. 383), planning is defined as processes that position a supply network's resources accordingly to satisfy the supply network's requirements. In the context of the supply chains in the township, as is the case for any business, planning plays a big role in the operations of the business. The varied business models require aspiring entrepreneurs to firstly identify a gap in the market. This is a relatively important step as it pieces together the type of business to be started and sets the tone for how the rest of the operations will be carried out. The planning function further leads to the identification of goods and services needed by the residents (customers) of that community. Aziz *et al.*, (2019, p. 58) argue that the dynamism of modern-day business markets requires higher levels of intricacy when planning to ensure the continued improvement on quality and responsiveness to market demands. This means the entrepreneurs need to, amongst other considerations such as market competition and buying power of consumers, consider the assortment of goods and services to produce, the cost of producing these goods and services, and how to best deliver these goods and services to ensure the continued growth of their businesses (Christopher, 2016, p. 29 - 32).

2.7.2.2 Sourcing

Sourcing refers to all activities performed in acquiring necessary resources. Sourcing is further described by Georgise, Wuest, and Thoben (2017, p. 3) as processes that are responsible for facilitating the scheduling and/or acquisition of goods and services required by a business. where to acquire the resources, they need to produce those goods and services and how they will deliver this value to the customers. Sourcing plays a key role in businesses as this function is responsible for seeking out the raw materials to be transformed into final goods and services. Shop owners in the townships are no different. These businesses too must find a way to acquire the resources they need at the lowest cost possible to maximise the value delivered to customers as well as maximise their profit.

2.7.2.3 Make or buy

Make looks at the actual production of goods and services. If production is merely explained as the creation of goods and services, Heizer, Render and Munson (2016, p. 36) define operations management as the “set of activities that relate to the creation of goods and services through the transformation of inputs into outputs.” This element ties in decisions about whether to produce products internally or purchase the product from an external organisation. The make-or-buy decision seems to sway towards the current structural design. However, the transformation of the township economy entrenches inclusivity through the make decision. The decision to make or buy the goods and services is influenced by the nature of a business. One example would be the case of a spaza shop in a township. Spaza shops in townships generally sell grocery items. The shop owner would have to decide based on resources available whether to make the goods to sell or buy the goods from a wholesaler.

2.7.2.4 Deliver

Deliver focuses on all activities involved in the movement of the goods and services from the business to the customers. Huang, Sheoran, and Keskar (2005, p. 380) state that “the Deliver process consists of processes that provide finished goods and services to meet planned or actual demand. This typically includes the functions of order management, transportation management, and distribution management.” This function is key in reaching a firm’s customers. This function encompasses making customers aware of a firm’s offerings and the ability to deliver finished goods to customers. This is not always the case in the township economy. A lack of funds and resources means that shops may not be able to invest in delivering goods to customers.

2.7.2.5 Return

Return refers to the handling of goods returned by the customers to the business and goods returned by the business to its suppliers. Huang, Sheoran, and Keskar (2005, p. 381) further define the Return element as a function that “deals with the managing reverse flow of material and information related to defective, surplus and MRO products. This includes authorizing, scheduling, receiving, verifying, disposing and replacement or credit for the above types of materials.” Although reverse logistics create additional business opportunities for youth entrepreneurship, the broader context should be understood from recycling and the entirety of sustainability practices.

2.7.2.6 Enable

Broadly, the enabling concept encompasses the support and governance of all processes of a supply chain (Edwards, 2018, p. 66). The enable function is key in the management of processes that allow for effective execution through every stage of fulfilling customer orders. Edwards (2018, p. 67) further states that the Enable function may be broken down into five elements: cost management, asset management, agility, responsiveness, and reliability. Henri, Boiral, and Roy (2016, p. 271) state that cost management is “the deliberate alignment of firms' resources and associated cost structure with long-term strategy and short-term tactics.” Managing costs effectively across the supply chain can yield positive results not only for the firms in the network but also for the consumers of the final goods and services. Given the necessary support and investment, businesses in the township economy could experience gains by actively working towards improving their operational activities. Supply chains are responsible for creating and managing mutually beneficial links across various aspects of the business and important factor within all networks is how to manage assets. Assets may be defined as resources of economic value that are owned or in the control of a person or firm and are expected to yield economic gains in the foreseeable future (Blums and Weigand, 2019, p. 3). Assets may be tangibles such as property or machinery and may be intangible as in the case of propriety rights (Barker, Lennard, Penman, and Teixeira, 2021, p. 4 - 5). Management of these assets entails strategically aligning assets to improve cost saving and increase potential earnings (Suprayitno and Soemitro, 2018, p. 2).

The concept of agility is critical for organisations to survive in the uncertainty of modern markets (Harraf, Wanasika, Tate and Talbott, 2015, p. 675 - 676). Agility is understood as the rate at which a firm can respond to disturbances in its supply chain (Boubaker, Jemai, Sahin and Dallery, 2019, p. 270). Fayezi *et al.*, (2016, p2) further describe supply chain agility as “a strategic ability that assists organizations rapidly to sense and respond to internal and external uncertainties via effective integration of supply chain relationships.” Disruptions in a supply chain are inevitable and it is a firm's agility that allows the firm to adjust relatively quickly to any changes that may occur externally

(Boubaker *et al.*, 2019, p. 270). Market volatility means that a firm's need to have adequate market knowledge, skills, resources, and capacity to firstly respond quickly to changes to minimise the effects of disturbances and secondly allow the firm to operate in these new conditions without hampering its ability to provide value to its customers (Gunasekarana, Laib and Cheng, 2008, p. 550). Gunasekaran, Reichhart, and Holweg (2008, p. 8) argue that there are several definitions of responsiveness, each fitting for a particular business model. Responsiveness is understood to be firstly, a supply chain's inbuilt ability to identify changes in the market and secondly the ability to speedily adapt to absorb disruptions without affecting value provided to customers Reichhart, and Holweg (2008, p. 8). Peng, Snyder, Lim, and Liu (2011, p. 1192) define reliability "as the probability that a system or component performs its intended function within a given time horizon and environment." Reliability of a supply chain is key to uninterrupted supply and maximizing customer value (Du and Jiang, 2019, p. 50419).

2.10 Concluding remarks

There is great potential for economic growth in the township economy. Despite seemingly unfavourable settings, the township economy has an abundance of individuals who for one reason or another, are keen to venture into entrepreneurship (Chauke, T.A., 2021). Evidence from existing literature suggests that aspiring entrepreneurs struggle to firstly start their businesses as they lack infrastructure, skills and resources, and funding amongst other things. Secondly, there is a need for access to the right network of assorted skills, knowledge, and resources that could result in positive entrepreneurial outcomes. The challenges experienced by SMMEs in the township differ from those of SMMEs in well-developed cities (Malefane, 2013, p.5). One could argue that a collective effort is needed by all stakeholders to develop and grow the township economy. Individuals must be willing to take on the risk of starting a business and form meaningful partnerships and relationships with suppliers to deliver exceptional value at the lowest cost. It is evident that the government has also recognised the potential of the township economy and as such, continues to make efforts to support this sector. Strong support and investment into this sector may serve the country well in alleviating poverty and some of the social ills that are related to unemployment (Chebelyon-Dalizu *et al.*, 2010, p. 6).

There is a need for more in-depth research into succeeding as an entrepreneur in the township economy. While there are a volume of articles on the factors that contribute to the failure of small businesses in the townships, there is limited research on some success factors. Newspaper editorials, magazines, and television shows do their part in showcasing success stories from townships, but this too is not enough. Understanding what these successful entrepreneurs in the township economy are doing differently may be the key to sharing valuable information and skills. There is a need to delve deep into the running of successful businesses in the townships - their partnerships, how they gain a competitive edge, and how they can thrive in such unfavourable conditions. One could argue that there needs to be more

communication amongst entrepreneurs in the township economy. Forming networks in proximity could serve these businesses well and cut some of the costs of having to venture outside of the townships (Mukwarami and Tengeh, 2017, p. 341). This could in turn create more opportunities for growth as well as employment opportunities.

After reviewing the literature in this chapter, businesses in the townships contribute significantly to the livelihoods of township dwellers. There remains a mountain of challenges to overcome from the crime in townships to government aid aimed at enhancing trade. The township economy has a lot of potential for growth and development. The literature provided insight into economic activities in South African townships, the social and operational challenges that young entrepreneurs face. The literature has also discussed past and pending government interventions aimed at enhancing trade in the townships. For some, taking the entrepreneurial route is not a choice but rather a survival tactic as unemployment amongst the youth remains alarmingly high. There is a need for more research to be conducted on the effects that challenges have on entrepreneurship in the townships. The high failure of businesses may discourage young entrepreneurs and subsequently lead to frustration and depression. Reports suggest that frustrations may manifest into social ills such as substance abuse, domestic violence, crime, and a lack of interest in finding work – all of which contribute negatively to the overall upliftment of previously disadvantaged communities. The information above was gathered through the review of prior studies in the field of business management in the modern day. Prior studies used were carried out in several different research methods. The following chapter will outline the various ways in which research can be undertaken and indicate the chosen techniques for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1.Introduction

The previous chapter presented a literature review. The literature review explored existing bodies of work related to the research problem and critically evaluated the existing literature to identify gaps in the existing studies. It is important to identify and describe the research problem. The research problem is the basis of research i.e., the issue, problem, or knowledge gap that one seeks to explore. This chapter will firstly articulate the research problem to establish the basis of this study. A clear understanding of the research problem is, is key in identifying the appropriate research methodology. The research methodology chapter introduces the research philosophies and methodology that shape the nature of one's research. This chapter will subsequently discuss the various research philosophies available to researchers, the methodology to be used in designing the research study and the research tools to be used to collect data about phenomena. The key elements of research methodology discussed in this chapter are philosophy, design, approach, sampling, data collection, and ethical considerations. The culmination of this chapter presents the differences in the profiles of each informal business included in this study.

3.2. Research problem

Unemployment is rife in South Africa. With an unemployment rate of 32.5% recorded in the fourth quarter of 2020, there is a great need to create employment in the country (StatsSA, 2021). StatsSA (2021, p. 12) states that there are two definitions of unemployment:

*“Unemployed persons according to the **Official definition** are those (aged 15–64 years) who:*

- a) Were not employed in the reference week; and*
- b) Actively looked for work or tried to start a business in the four weeks preceding the survey interview; and*
- c) Were available for work, i.e., would have been able to start work or a business in the reference week; or*
- d) Had not actively looked for work in the past four weeks but had a job or business to start at a definite date in the future and where available.*

*Unemployed persons according to the **Expanded definition** are those (aged 15–64 years) who:*

- a) Were not employed in the reference week; and*

b) Were available to work but did not look for work either because they are discouraged from looking for work (see definition of discouraged work-seeker) or did not look for work for other reasons other than discouragement.”

South Africa's townships possess an abundance of neglected talent in the unemployed youth as well as the potential for the development of emerging markets. The lack of employment opportunities in the country leaves the youth desperate and unable to contribute to the mainstream economy. The youth in Klaarwater are often strayed towards roaming the streets and lose interest in finding employment. This issue has opened the floor for questions about employment opportunities for the youth through entrepreneurship. To tackle this issue, one must understand the reasons behind the failure of businesses as there is no shortage of start-ups. The economic modus operandi staunchly opposes the ambitious will and potential of youth entrepreneurial development in the township.

3.3. Research questions and objectives

3.3.1. Research questions

The foundation of this study is built on the following research questions:

- What are the economic and social challenges faced by young entrepreneurs in townships?
- What are the supply chain operational challenges faced by young entrepreneurs in townships?
- To what extent can sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships?
- To what extent can government interventions increase trade and propensity towards entrepreneurial practices amongst the youth in South African townships?

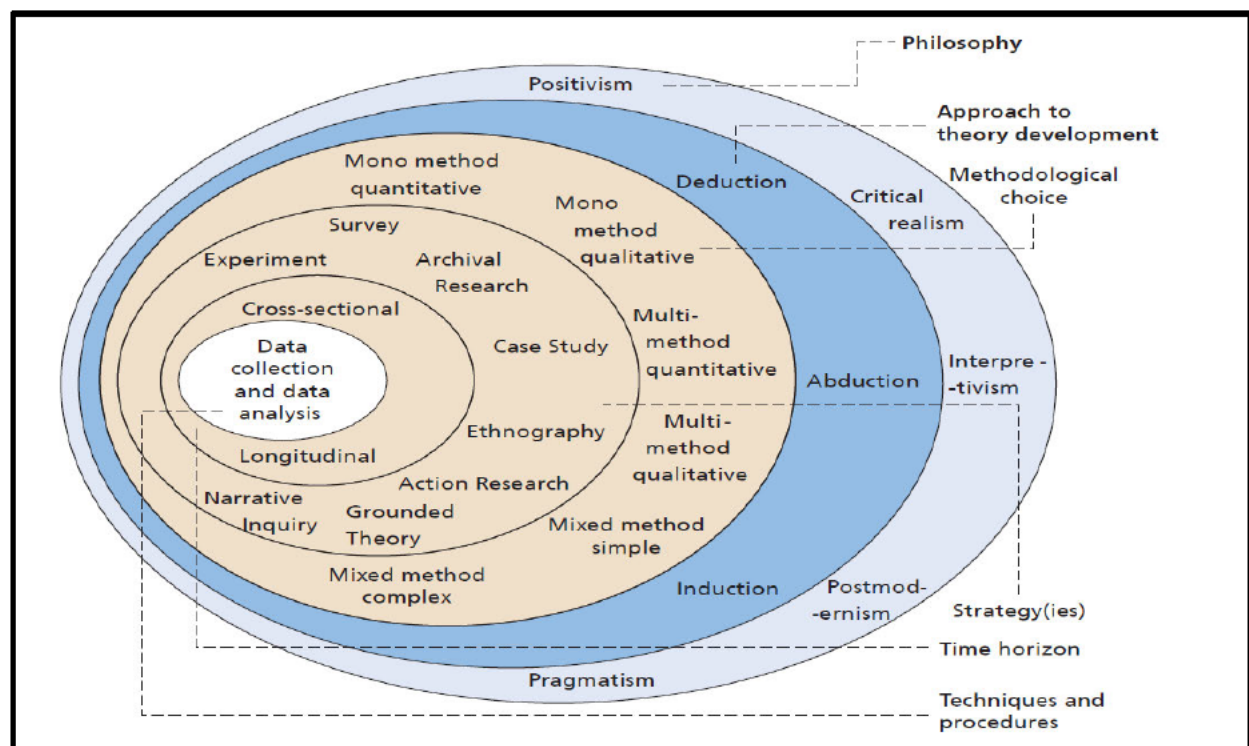
3.3.2. Research objectives

The research objectives of this study are:

- To identify the economic and social challenges faced by young entrepreneurs in townships
- To ascertain the supply chain operational challenges that young entrepreneurs face in townships
- To examine the extent to which sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships
- To establish the role of existing government interventions in increasing trade and propensity towards entrepreneurial practices amongst the youth in South Africa's townships.

To achieve the objectives of this study, a clear understanding of the process of conducting research was explored. The rest of this chapter will define and discuss the different elements of research methodology that were available and those that were adopted to achieve the desired goals of this study. Figure 3-1 below, commonly known as “The Research Onion” was used as a guide to explore the different layers/stages of research methodology. The stages explore all the different elements of research methodology from the adoption of a research philosophy to collecting data and further analysing the data. Important to note is that the chosen research methodology depends on what the researcher believes and assumes about the phenomena in question.

Figure 3- 1: The “Research Onion”



Source: (Saunders, Lewis, and Thornhill, 2019, p. 130).

3.4. Research philosophies

Research philosophy is a term used to define the logical reasoning used to expand or develop existing knowledge about phenomena (Saunders, Lewis, and Thornhill, 2019, p. 130). Research philosophy is understood to be a set of beliefs and/ or assumptions that influence the way research is undertaken. Makanyeza (2014, p. 144) asserts that research philosophy is guided by a researcher’s views of the world and that “no one philosophy is better than the other.” The beliefs and assumptions of the researcher may

be categorised into three branches namely epistemology, ontology, and axiology (Yilmaz, 2013, p. 316). Epistemology refers to a philosophical inquiry into the source, nature, and limitations of human knowledge (Jili, 2019, p. 104). Epistemology essentially questions (1) where knowledge comes from, (2) how it is shared, and (3) the credibility of human knowledge. Gutu (2019, p. 93) argues that “epistemology is concerned about what constitutes acceptable knowledge in a field of study.” Ontology refers to the nature of what is considered reality or being (Mugove, 2020, p. 75). Makanyezi (2014, p. 144) states that ontology focuses on the assumptions and beliefs that people have about the world. Ontology may be split into two opposing aspects: (1) subjectivism and (2) objectivism. Subjectivism relies on socially constructed, conventional views while objectivism is external and independent to what is socially agreed or believed to be true (Saunders *et al.*, 2019, p 135).

Axiology refers to the role of a researcher’s beliefs and values in the research process (Memani, 2013, p. 31). This branch of philosophy explores the values and ethics that one considers when conducting research. Marima (2018, p. 127) asserts that the axiology addresses questions such as:

- “What values should a researcher live by or be guided by as he/ she conducts his/ her research?
- How are respondents/ participants’ rights going to be addressed and upheld?
- What are the moral issues that need to be considered?”

It is through the exploration of the abovementioned paradigms that the one uncovers research philosophies. Saunders *et al.*, (2019, p. 144-146) state that five main research philosophies within business and management research are commonly adopted namely positivism, critical realism, interpretivism, post-modernism, and pragmatism. Table 3.1 below depicts the relationship between the 3 branches of research philosophies and the 5 research philosophies of business and management research.

Table 3- 1: The Relationship between Beliefs and Assumptions and Philosophies in Management Research

Research Philosophies	Epistemology (views on what forms of acceptable knowledge)	Ontology (views on what is reality)	Axiology (views on the role of beliefs, values, and ethics)	Typical Data Collection Techniques
Positivism	Observable, measurable relationships that form what is acceptable knowledge, predict outcomes based on the cause	Independent, external, logical factual views of reality	Objectivity and neutrality in research, Detaching of values and beliefs	Highly structured, large samples. Adoption of quantitative analyses
Critical Realism	Relativity, knowledge of causes and outcomes based on past experiences, Socially constructed facts	Objective, independent structures, known facts based on causal relationships	Inherent biases from world views and experiences require the researcher to be as objective	Range of methods to probe known or observed occurrences
Interpretivism	Reliance on perceptions, theories, and narratives in line with world views	Multi-layered, multiple perspectives of socially constructed knowledge	Subjective research which encompasses the researcher's values. Researcher relates to topic	In-depth, small-scale, qualitative approach in the analysis of findings. Inductive in nature
Post-Modernism	Challenges dominant realities considered to be truth, explores repressed views	Socially constructed dominant ideologies, nominal, no underlying realities beyond social world	Value, beliefs influence research, deviations from beliefs repressed, requires awareness of researcher's contribution to constructing meanings	Deconstructive inquiry employs Qualitative methods of analysis, deep investigation of absences, and repressed views
Pragmatism	Understanding of problems and practices in different contexts, views considered true are those that practically achieve objectives	Complex, focus on actual or factual occurrences, the reality is the consequence of actions	Researcher's values, beliefs, and doubts basis for research requires the researcher to be aware of how he/ she influences research	quantitative, qualitative, or mixed methods practicality in addressing research problems and answering research questions

Source : Saunders et al. (2019, p. 144-145)

These philosophies further feed into decisions regarding the research approach (qualitative, quantitative, or mixed methodology) and research strategy – ethnography, experiments, grounded theory, action research, survey, narrative inquiry, archival research, and case studies (Saunders *et al.*, 2019, p. 135). Interpretivism was adopted in this study. Interpretivism’s inductive approach which emphasizes a richer, in-depth understanding of human perspectives on social problems is best suited to address this study’s research questions.

3.5. Research design

A research design may be viewed as a logical, structured plan that guides the researcher when conducting a study (Pandey and Pandey, 2018, p. 18). Cook and Cook (2016, p. 190-192) define a research design as a map that guides the techniques and tools used to collect data, the preparation and analysis of data, and the presentation of data to provide logical answers to the researcher’s predetermined research questions. Essentially, the research design outlines the entire process from deciding on a research strategy to collecting data and further analysing and presenting the findings. Saunders, Lewis, and Thornhill (2016, p. 100-110) state that research design is guided by two factors: (1) the researcher’s beliefs and assumptions and (2) research philosophies that detail beliefs and assumptions. Levitt, Bamberg, Creswell, Frost, Josselson, and Suárez-Orozco (2018, p. 41) states that research is undertaken to describe, explain or explore phenomena. Van Wyke (2012, p. 9) asserts that “descriptive research aims to provide an accurate, and valid representation of (encapsulate) the factors or variables that pertain/ are relevant to the research questions.” Descriptive research follows highly structured methods to describe relationships between variables. Exploratory research is generally employed when knowledge is limited. This research design allows for the identification of boundaries, influencing factors as well as possibilities within a topic of interest. Exploration of phenomena requires flexibility to understand different dynamics of phenomena. Explanatory research seeks to identify and explain causal relationships between variables related to the research problem (Van Wyke, 2012, p. 9).

Edmonds and Kennedy (2016, p. 24-28) argue that qualitative research is underpinned by five main research strategies namely phenomenology, ethnography, case study, survey, and grounded theory while quantitative research relies on statistical approaches such as experiments. Table 3-2 below provides brief definitions of the main research strategies.

Table 3- 2: Research Strategies

Research Strategy	Definition
Phenomenology	A research strategy that seeks to understand experiences from the participant's perspective.
Ethnography	A research strategy that focuses on the observation, examination, and interpretation of interactions of participants in a given scenario
Survey	The collection of data through responses to questions about phenomena
Grounded Theory	Entails forming a theory based on the views of participants
Case Study	Naturalistic exploration of phenomena in real-world settings
Narrative Enquiry	Process of collecting and organising data collected through participant's knowledge and stories of personal experiences
Action Research	Collaborative and interactive, entails taking reflexive actions while conducting research to achieve desired outcomes
Archival Research	The collection of data from existing sources of knowledge (primary data)
Experiments	Entails the manipulation of the independent variable(s) and measurement of the effect on the dependant variable(s). Statistical in the procedures used to test hypotheses.

Source: *Adapted from Saunders et al., (2019, p. 130-132)*

In the context of this study, the researcher designed the study in a way that will provide depth and knowledge about unemployment and entrepreneurship amongst the youth in South Africa's townships. The researcher adopted an exploratory, qualitative approach in the form of a case study to obtain insight into the motivations of youthful entrepreneurship in Klaarwater. A case study may be viewed as an in-depth study of a situation. Sekaran and Bougie (2016, p. 98) further state that case studies allow researchers to probe phenomena in natural settings. This research design adopted allowed the researcher to examine the role of effective SCM practices in the trade and further development of the market in Klaarwater. Data was collected from informal traders using semi-structured interviews and focus group discussions were conducted to collect data from residents who frequent the informal businesses in question. The interview and focus group discussion questions were based on the conceptual framework that underpins this study.

3.6. Research approach

A research approach is an overall decision on how to research a topic of interest Sekaran and Bougie (2016, p. 106). The research approach encompasses decisions on the nature of the study i.e., the need for statistical description or exploration of meanings and attitudes. There are three main types of research approaches namely quantitative research, qualitative research, and mixed methods. Qualitative research is a research approach that is based on a natural inquiry into social phenomena for in-depth

understanding (Kothari, 2004, p.3). Qualitative research fundamentally seeks to contribute to meanings and a greater understanding of social factors that affect humanity. Rose and Kroese (2018, p.129) state that qualitative research answers questions like “what is it like?” rather than questions such as “How much?” This research approach differs from a quantitative approach in that it acknowledges that social phenomena may not be simply understood through statistical analysis.

The mixed methodology employs the use of both quantitative and qualitative approaches to obtain insights about phenomena and analysing data collected for statistical purposes (Sekaran and Bougie, 2016, p.106). This research approach combines the advantages of both statistical evidence and meanings uncovered from in-depth discussions with participants. This study adopted a qualitative approach to gain insights on trade in Klaarwater. This approach was deemed appropriate as the researcher aimed to obtain views and opinions of the market in Klaarwater. The uniqueness of each business in its vision, mission, and objectives required a naturalistic view of the challenges and opportunities that exist in the community.

3.7.Study site

A study site may be viewed as the physical setting in which the researcher conducts the study (Saunders *et al.*, 2016, p. 59). This study was conducted in Klaarwater, a relatively small township in eThekweni, South Africa.

3.8. Target population

It is important to note that, unless conducting a census i.e., a count of all elements in an ecosystem, one may not need to include all elements in a study. A study’s target population may be viewed as the complete set of elements or groups of people, with relevant characteristics that are similar and are of particular interest to the researcher (Saunders *et al.*, 2016, p. 275). The researcher uses data collected from the target population to make inferences about the phenomena (Sekaran and Bougie, 2016, p. 332). The target population for this study consisted of residents (customers) and shop owners in their youth (between 15 to 34 years old) in Klaarwater. This study’s target population was selected in accordance with the research problem which details the concern over unemployment amongst the youth and the challenges faced by the youth in their entrepreneurial pursuits.

3.9.Sampling

A sample is a portion of the entire population from which data will be collected by the researcher (Sekaran and Bougie, 2016, p. 237). Kwasi (2020, p. 113) asserts that the sampling process entails the identification

of an adequate number of participants chosen within the population of interest. This allows for a degree of generalisability as it ensures that elements are selected from the study's target population. The process of sampling requires a clear understanding of what the study aims to achieve, which in turn guides the sample size and sampling strategies to be adopted. This study aimed to explore the challenges faced by young entrepreneurs in Klaarwater. The sample-set for this study included residents (customers) and shop owners in their youth (between the age of 15 and 34 years old) in Klaarwater. The inclusion of shop owners in the sample of this study allowed the researcher to gain insights into some of the challenges that young entrepreneurs face whilst also obtaining knowledge on the operations of their respective businesses. Data collected from residents (customers) of Klaarwater allowed the researcher to view the operations of businesses in Klaarwater from the customers' perspective.

3.10. Sample size

Sample size may be viewed as a key consideration in research. Sample size refers to the entire number of subjects chosen to partake in a study (Sekaran and Bougie, 2016, p. 396). Cebisa (2018, p. 92) argues that sample size should not only be able to reasonably represent the total population but that a larger sample size allows for greater generalisability in research. This study has a total of 49 participants. Klaarwater is a relatively small township. In general, the market is saturated as shops in the area produce and sell the same type of goods and services. The shops perceived to be the most successful are those that have been in existence for decades and have cemented their place in the community. For this study, only 7 youth-owned businesses were identified in Klaarwater. As stated, and defined in chapters prior, this study has adopted the definition of youth as outlined by StatSA (2020). The body states that persons in their youth are those aged 15 to 34.

Table 3- 3: Sample Size

Interviewees	Focus Group Discussion Participants	Total Number of Participants
Owner - Shop A	6 customers who frequent shop A	7
Owner - Shop B	6 customers who frequent shop B	7
Owner - Shop C	6 customers who frequent shop C	7
Owner - Shop D	6 customers who frequent shop D	7
Owner - Shop E	6 customers who frequent shop E	7
Owner - Shop F	6 customers who frequent shop F	7
Owner - Shop G	6 customers who frequent shop G	7
Grand Total		49

Apart from the 7 shop owners identified, this study also included a total of 42 residents (customers) who frequent the respective shops. A total number of 6 customers were selected for each shop. These customers were selected and recruited on the premises of the respective shops. This allowed the researcher to collect

data from persons who consume goods and services sold by the businesses regularly. Due to the Covid19 pandemic, time and safety concerns have limited the number of participants in the study.

3.11. Sampling strategies

Sampling strategies refer to the techniques employed by the researcher in his/ her selection of the participants of the study (Sharma, 2017, p. 749). There are two main sampling strategies namely non-probability sampling and probability sampling.

3.11.1. Non-probability sampling

When using non-probability sampling, elements in the target population have an unknown chance of being selected (Edmonds and Kennedy, 2016, p. 20). This means that the researcher may not be able to confidently use findings to generalise to the entire population. Etikan and Bala (2017) p. 135 further assert that “non-probability sampling is a sampling procedure that will not bid a basis for any opinion of probability that elements in the universe will have a chance to be included in the study sample.” In non-probability sampling, there are four main sampling techniques namely convenience sampling, purposive sampling, quota sampling, and judgment sampling.

3.11.2. Probability sampling

Probability sampling allows for greater generalisability in that the chance of selecting elements in the population is known to a certain degree. Saunders *et al.*, (2016, p. 207) state that probability sampling differs in that the subjects in the target population have a known or predetermined chance of being selected. This ensures that the sample offers a greater representation of the population than in non-probability sampling. In essence, probability sampling allows every element in a population to have a known chance to be included in the study (Etikan and Bala, 2017, p. 136). In probability sampling, the researcher has four main techniques to choose from namely simple random sampling, systematic sampling, stratified sampling, and cluster sampling (Sekaran and Bougie, 2016, p. 243).

Table 3- 4: Non-probability Sampling and Probability Sampling Techniques

	Sampling technique	Process Description
Probability sampling	Simple random sampling	Random selection of elements of a population which have a known and equal chance of being selected (Sharma, 2017, p.750)
	Systematic sampling	Systematic random sampling entails the researcher choosing participants at fixed and regular intervals (Sekaran and Bougie, 2016, p. 249).
	Stratified sampling	to the grouping of subjects into classes called “strata” and selecting randomly within those groups the participants for the study (Sharma, 2017, p. 750).
	Cluster sampling	Cluster sampling is generally used when the population is large as it entails dividing the area into smaller, typically equal clusters (Etikan and Bala, 17, p. 136).
Non-probability sampling	Convenience sampling	Haphazard sampling procedure in which cases are selected only on the basis that they are easiest to obtain (Saunders <i>et al.</i> , 2016, p. 304)
	Judgment/ purposive sampling	based on the judgment of the researcher as to who will provide the best information to succeed for the objectives study (Etikan and Bala, 2017, p. 215)
	Snowball sampling	A recruitment technique in which research participants are asked to assist researchers in identifying other potential subjects (Parker, Scott and Geddes, 2019, p. 3).
	Quota sampling	A technique that firstly, characteristically divides a target population into mutually exclusive subgroups, secondly entails the calculation of each group’s proportion in relation to the total population, and lastly selects samples in line with the proportion of the total target population of a study (Etikan and Bala, 2017, p3 215).

This study employed both convenience and purposive sampling to select participants. Saunders *et al.*, (2016, p. 304) define convenience sampling as a “non-probability haphazard sampling procedure in which cases are selected only on the basis that they are easiest to obtain.” This sampling technique is advantageous in that it is relatively inexpensive and less time-consuming than other techniques. It is important to note that while this technique is easily adaptable, it may bring about biases and may lack adequate representation of the target population. Etikan, Musa, and Alkassim (2016, p. 4) define purposive sampling as “the deliberate choice of a participant due to the qualities the participant possesses.” This sampling technique entails the researcher selecting participants based on their perceived knowledge or experience on the subject matter. Moser and Korstjens assert that the selection of participants is based on judgments made by the researcher about which participants will be the most informative.

The researcher interviewed the available (convenience) shop owners and their respective customers in Klaarwater who match the researcher's predetermined reasons (purpose) i.e., shop owners in their youth, aged between 15 and 34, and customers who purchase goods and services from the identified shops. It is important to note that this study focused on youth entrepreneurship and aimed to shed light on the SCM dynamics that these aspiring entrepreneurs face. With that being said, the business owners who were selected run different types of businesses and services, allowing the researcher to obtain greater knowledge on the challenges faced by entrepreneurs in the townships. This allowed for an overall richness of experiences to be shared in the interviewing process. The adopted sampling techniques allowed the researcher to achieve the objectives of this study as the aspiring entrepreneurs and their respective customers gave first-hand accounts of the trade dynamics in Klaarwater.

3.12. Data collection

The data collection method refers to the manner and tools that the researcher will utilise to obtain insights from the study participants (Harrell and Bradley, 2009, p. 2). Qualitative data collection methods include, but are not limited to, observation, individual/ mail/ telephonic interviews, and group discussions (Sekaran and Bougie, 2016, p. 157).

Harrell and Bradley (2009, p. 27) describe semi-structured interviews as interviews in which the researcher asks open-ended questions to explore the respondent's opinions or views about a topic. These types of interviews do not follow a rigid structure that restricts diversion from the questions asked. This method of interviewing allows for rich dialogue between the interviewer and the interviewee. Sekaran and Bougie (2016, p. 116) assert that a semi-structured interview is a qualitative research method that allows the researcher to engage with individual study participants. This method uses topic-oriented questions to probe the views of participants. This method allows the researcher to focus on the respondent's thoughts without limiting their opinion.

Harrell and Bradley (2009, p. 80) further state that a focus group discussion is a qualitative research tool that allows the researcher to probe the views of a group of individuals, with similar characteristics, on a research topic. Sekaran and Bougie (2016, p.121) further state that a focus group discussion is a qualitative research instrument that allows the researcher to obtain multiple views from a group of respondents. This dynamic research tool, which is generally used for a group (between 6 and 10 respondents) allows the researcher to obtain multiple dimensions on the phenomenon as the respondents are asked to express their views about a topic. A total of ten (7) semi-structured interviews were conducted by the researcher. In addition, the researcher conducted seven (7) focus group discussions to obtain insights from respondents on the research problem. The researcher, with the shop owners' consent, hung up posters at the respective shops inviting customers to participate in focus group discussions. With the assistance of the shop owners, the researcher was able to collect names and contact details of customers who were willing to participate

in this study. The researcher conducted focus group discussions via group chat on a popular social media platform. Data obtained from the focus group discussions was captured on a spreadsheet to allow for ordered retrieval for data analysis. This allowed the researcher to categorise customers according to the shops that they frequent and also allowed the researcher to obtain insights about the respective shops.

3.13. Data quality control

Data Quality Control refers to the efforts that are made by the researcher to ensure that the data collection instrument used to collect data firstly performs correctly and secondly, performs consistently Korstjens and Moser (2018, p. 121). It has often been argued that quality control measures for quantitative research are different from those of qualitative research (Cameron, 2011, p. 5). Reliability and validity are two important quality control measures of data. Reliability measures the consistency of data collected while validity measures the effectiveness of the data collection tools used (Sekaran and Bougie, 2016, p. 348-350). There are four main quality control measures in qualitative research namely credibility, transferability, dependability, and confirmability (Baksh, 2012, p. 10).

The abovementioned quality control measures are argued to be better suited to measure the trustworthiness of qualitative data tantamount to how reliability and validity measure the quality of quantitative data (Noble and Smith, 2015, p. 34). Credibility refers to the confidence that a researcher's findings accurately represent the views and opinions expressed by respondents (Cameron, 2011, p. 7). Maher, Hadfield, Hutchings, and de Etyo (2018, p.3) assert that "credibility ensures the study measures what is intended and is a true reflection of the social reality of the participants." Noble and Smith (2015, p. 34) define transferability as the extent to which the research design, questions, and its tools may be transferred or applied to a different study setting. Korstjens and Moser (2018, p. 121) state that dependability relates to consistency and expresses the degree to which a study may produce consistent findings when repeated. Anney (2014, p. 279) states that confirmability relates to objectivity and expresses the extent to which similar findings may be obtained or validated by a different researcher.

Table 3- 5: Data quality control measures

	Quality Control Measure	Definition
Quantitative Data	Internal Validity	Degree of confidence in causal relationships identified in a study
	External Validity	The extent to which study findings can be applied to broader settings
	Reliability	Ability to produce similar results in consistent settings
	Objectivity	The extent to which findings are unbiased/ true/ represent reality
Qualitative Data	Credibility	Degree of confidence in that findings accurately represent views of respondents
	Transferability	The extent to which the research design, questions, and tools may be applied to a different study setting
	Dependability	The degree to which a study may produce consistent findings when repeated
	Confirmability	The extent to which similar findings may be validated by a different researcher

Credibility and dependability of findings were ensured through (1) note-taking during discussions, (2) summarising discussions with participants at the end of interviews and group discussions and, (3) repetitive reading of responses given by interviewees and focus group discussion participants. The researcher made efforts to translate questions into local dialect to allow clearer understanding of interview and focus group discussion questions. This allowed the researcher to effectively interpret and articulate the responses given by the study's participants. The researcher acknowledges that economic activity occurs in and across townships in the country and abroad. This means that the design, questions and data collection tools used in this study are applicable across multiple study settings. The researcher further employed different sources of information to gain greater insight into the research problem. Secondary data was employed in the review of existing literature on the research topic. A total of 7 interviews and 7 focus group discussions were conducted to collect primary data from the study's participants. The same questions were posed to all interviewees and focus group participants allowing the researcher to ensure the credibility of findings. The use of multiple data sources and data collection methods in research, a technique known as triangulation, allows for greater development of knowledge and understanding of phenomena (Fusch, Fusch, and Ness (2018, p. 20).

3.14. Data analysis and presentation

Analysis of data refers to the process of interpreting and logically sorting the data to show relationships between variables (Vaismoradi, Turunen, and Bonda, 2018, p. 400). Data collected in this study were analysed using thematic analysis. Sgier (2012, p.19-21) states that Thematic analysis is a method of analysing qualitative data that seeks to identify patterns in the findings of a study. Kiger and Varpio (2020, p. 3-5) assert that thematic analysis requires a methodical approach to review, interpretation, and identification of patterns in the data. The analysis of data required the researcher to apply a systematic approach to first make sense of the data collected. The researcher made efforts to ensure that responses from participants were accurately interpreted by repeatedly reading through transcripts to gain a better understanding. Secondly, the researcher reduced the volume of data by logically extracting and sorting the relevant data. Thirdly, the researcher identified reoccurring sentiments expressed by the participants and categorised the data. Fourthly, the researcher identified subtopics emerging from the different categories of data. Lastly, the researcher drew meaning from the major themes and subtopics in the context of this study's objectives. This allowed the researcher to present organised findings using graphs and tables. The following chapter will outline the steps taken in identifying and presenting the major theme and subthemes. Maguire and Delahunt (2017, p. 3353) assert that thematic analysis creates an organised view of the data guides the researcher toward presenting a cohesive body of information. While it is not deemed essential, the use of data analysing software makes for quicker and relatively easier analysis of data. Computer software was employed to facilitate the analysis of data. Microsoft Excel and NVIVO were used to analyse the qualitative data as it allowed the researcher to organise and present data in a way that depicts relationships between variables.

3.15. Ethical considerations

The researcher obtained Ethical clearance to conduct this study from the University of KwaZulu-Natal Ethics Committee. The researcher further obtained permission by means of a gatekeeper's letter from (1) Klaarwater's serving Ward Counsellor at the community's municipal office, and (2) the entrepreneurs at the helm of the chosen shops. Further to this, the researcher sought informed consent from participants to ensure that their dignity was upheld and that they were participating at their own will, given the knowledge provided about the study. The researcher has ensured that privacy and confidentiality were upheld by reminding participants of their right to keep their information from the public. The researcher adopted pseudonyms for each participant and business in this study to ensure that participants remain anonymous.

3.16. Concluding remarks

This chapter explored research methodology. The chapter initially detailed the research problem and objectives to be achieved by this study. The chapter then presented several research philosophies and outlined the appropriate philosophy and design for this study. A discussion of the different types of sampling followed and the appropriate sampling technique for this study was identified. This chapter also discussed the research instruments employed in the data collection of this study. The culmination of this chapter discussed ethical considerations that guided the researcher in the undertaking of this study. Chapter 4 will introduce the analysis of the findings of this study. The chapter will provide a brief background of each informal trader considered for this study and present the findings of this study.

CHAPTER FOUR

FINDINGS

4.1 Introduction

Chapter 1 served as an introductory chapter that introduced the research problem, clearly defined the aim, research questions, and research objectives of this study. Chapter 2 presented the conceptual framework that underpinned this research and further presented a literature review on the research topic. The previous chapter, chapter 3, presented the research methodology employed in this study. The chapter explored research philosophies that underpinned the research design and approach. The sampling frame and data collection methods were outlined. The culmination of the chapter presented the quality control measures, ethical considerations, and limitations of this study. The chapter presents the findings of this study. This chapter will firstly provide a brief background of each shop owner and their respective shops. Secondly. This chapter will present the demographics of the study's participants. Thirdly, this chapter will discuss the outline the major themes identified through the organising of findings.

4.2 Brief background of each shop

The shops selected to participate in this study were chosen in accordance with the study's research objectives. The study was focused on the challenges and opportunities that young entrepreneurs face in their pursuits, with a particular focus on Klaarwater township. The study promised and maintained anonymity throughout to protect the identities of study participants. The researcher opted to use pseudonyms for each shop owner and their respective businesses.

Table 4- 1: Pseudonyms for Interviewees and Respective Shops

Participant Pseudonym (owners)	Shop Pseudonym
Owner A	Shop A
Owner B	Shop B
Owner C	Shop C
Owner D	Shop D
Owner E	Shop E
Owner F	Shop F
Owner G	Shop G

A total of seven (7) focus group discussions were conducted. Each focus group discussion comprised of 6 participants, both male, and female who frequent the respective shops. The participants were all assured that their identities would not be disclosed. The main or key points from each focus group discussion were considered in this study. The key views from each focus group discussion will be presented under a pseudonym for each focus group as a collective rather than individuals within the focus groups. Table 4.2 below presents the pseudonym given to each focus group.

Table 4- 2: Pseudonyms for Focus Group Participants

Focus Group Session	Pseudonym
Session 1	Group 1
Session 2	Group 2
Session 3	Group 3
Session 4	Group 4
Session 5	Group 5
Session 6	Group 6
Session 7	Group 7

4.2.1 Shop A

Shop A offers a grass cutting and lawn maintenance service in and around Klaarwater township. The owner, aged 32, started his business in 2016. The owner, a qualified teacher is employed and runs his business in his leisure time to earn a “much needed” second income. Shop A employs 2 people and relies on word of mouth to attract new business. The owner believes that the business has the potential to grow into a sustainable business which he can operate full time in the future. The owner has struggled to grow his business citing financial struggles as the main hurdle to overcome.

4.2.2 Shop B

Shop B operates as a spaza shop (convenience store) along the main road in Klaarwater. The owner claims that being on the main road has been advantageous as it puts her shop in the “public eye.” The owner is a 28-year-old who is no stranger to running a shop of this nature as her grandfather ran a shop just like her own during her childhood. The owner claims that the growth of businesses such as her own is hindered by the emergence of foreign-owned shops that seemingly have more resources at their disposal. The owner further claims that her business is a cornerstone in the community as it has been passed down through different generations in her family.

4.2.3 Shop C

Shop C offers photography/ videography services and sound equipment for sale and hire for events such as weddings, church ceremonies, parties, and other social gatherings. The owner is a 23-year-old sound engineering student who runs his business to earn some “pocket money.” The owner believes that there is a great deal of potential for the growth of his business in and around Klaarwater.

4.2.4 Shop D

Shop D offers fast food and has been in operation for 3 years. The owner has experience in running a restaurant/ fast-food shop as she was previously employed at a popular franchise in Durban, South Africa.

4.2.5 Shop E

Shop E is owned and run by a 27-year-old seamstress. The owner, a recent fashion studies graduate, runs her business in her home and relies solely on the income generated by her business to make ends meet. The owner claims that church uniforms, outfits for events such as weddings and graduations, and general alteration of clothes are her main streams of income. The owner admittedly expressed concern over not have a recognised shop or office space. The lack of a recognised premises for her business has hindered the growth of her business as she is not always able to invite potential clients over to her home.

4.2.6 Shop F

Shop F offers a construction and renovations service. The shop has been in existence for approximately 5 years. What started as a part-time income generator, is now the owner’s main source of income. The owner aged 34 was formerly employed as a roofer for a well-established construction company. The owner claims that the business’ client base has grown considerably as living standards have increased over time in the township.

4.2.7 Shop G

Shop G is comprised of 2 complementary business models. The owner, aged 30, initially opened a car wash in an abandoned resource centre along the main road. The resource centre had previously been unoccupied and was often described as a breeding ground for drug and alcohol abuse. The business has grown considerably since its inception in 2015. A popular spot frequented by taxi drivers for its affordable quality service, it even attracts customers from neighbouring communities. The owner believes that his occupation of the abandoned resource centre may have contributed to the business, success. The owner

believes the community has shown great support to his business as it replaced an unsafe vacant building where the youth would often engage in unhealthy practices. In 2019, the owner expanded his business by opening a fast-food business on the same premises. The fast-food business offers customers of the car wash a place to sit and enjoy a tasty meal and a beverage or two while their car is being washed.

4.3.Socio-demographic characteristics of participants

The term Sociodemographic is a term used to refer to groupings based on demographic and sociological characteristics. The term may be broken down into two parts: (1) demographic characteristics and, (2) sociological characteristics (Koop, De Reu and Frese, 2012, p. 64 - 65). Demographic characteristics refer to one's age, sex, religion, educational level, and marital status to name a few. Demographic characteristics differ from sociological characteristics in that sociological characteristics identify people by their interests, values, membership in organisations, and other social groups. For this study, age, sex, educational level, and entrepreneurial orientation will be considered.

4.3.1. Sociodemographic factors

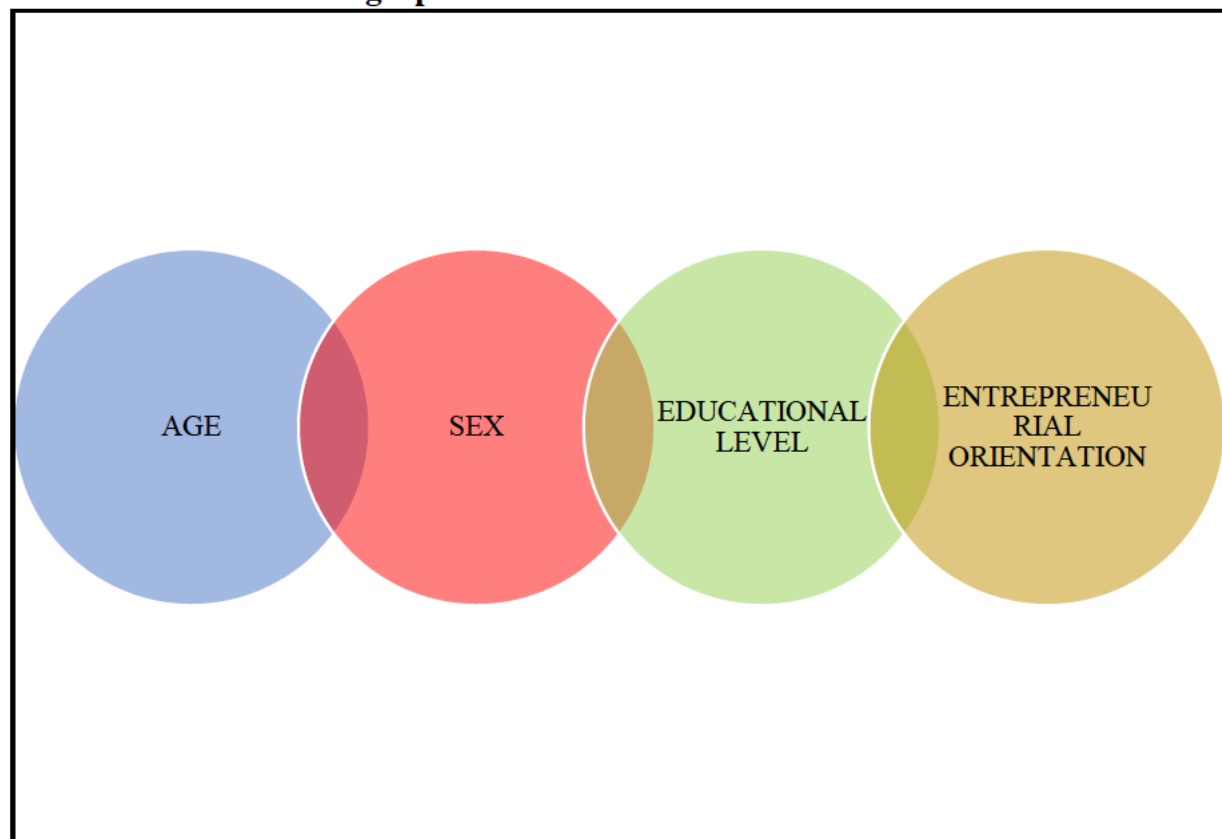


Figure 4- 1: Sociodemographic Factors of Participants

4.3.2. Sex

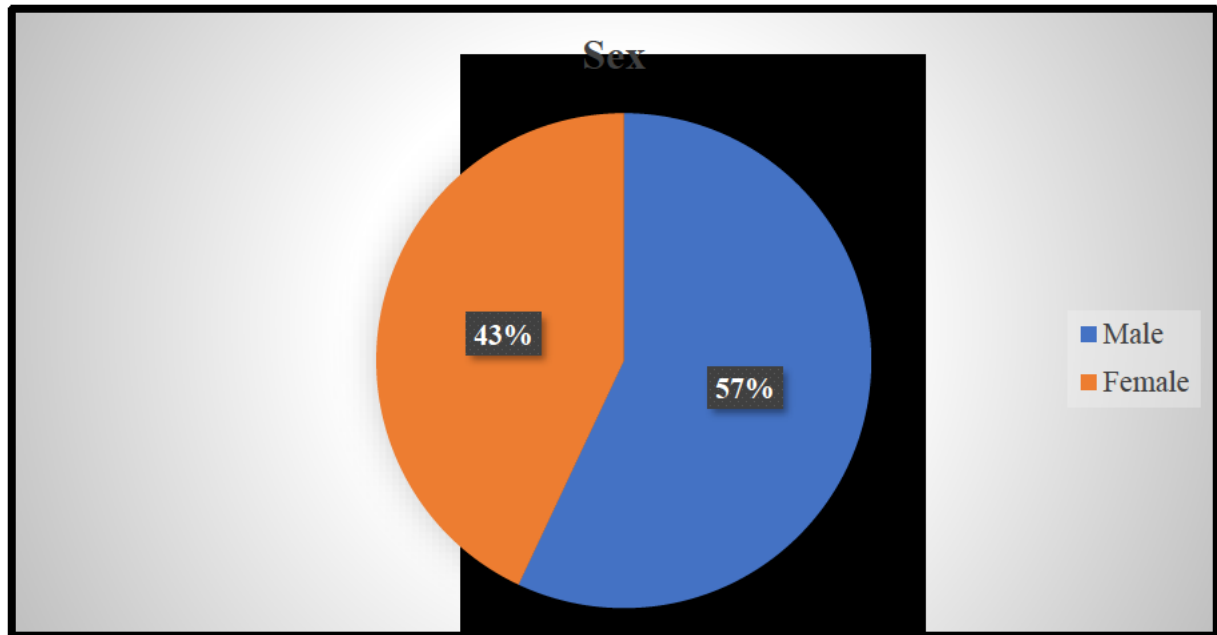


Figure 4- 2: Percentage Split of Participants by Sex

Figure 4-2 above presents the percentage split of the entire population by sex/ gender. Out of a total of 49 participants, 43% were female. This translates to a total of 21 participants being female. Out of the total number of participants, 57% were male. This translated to a total of 28 participants being male.

4.3.3. Age

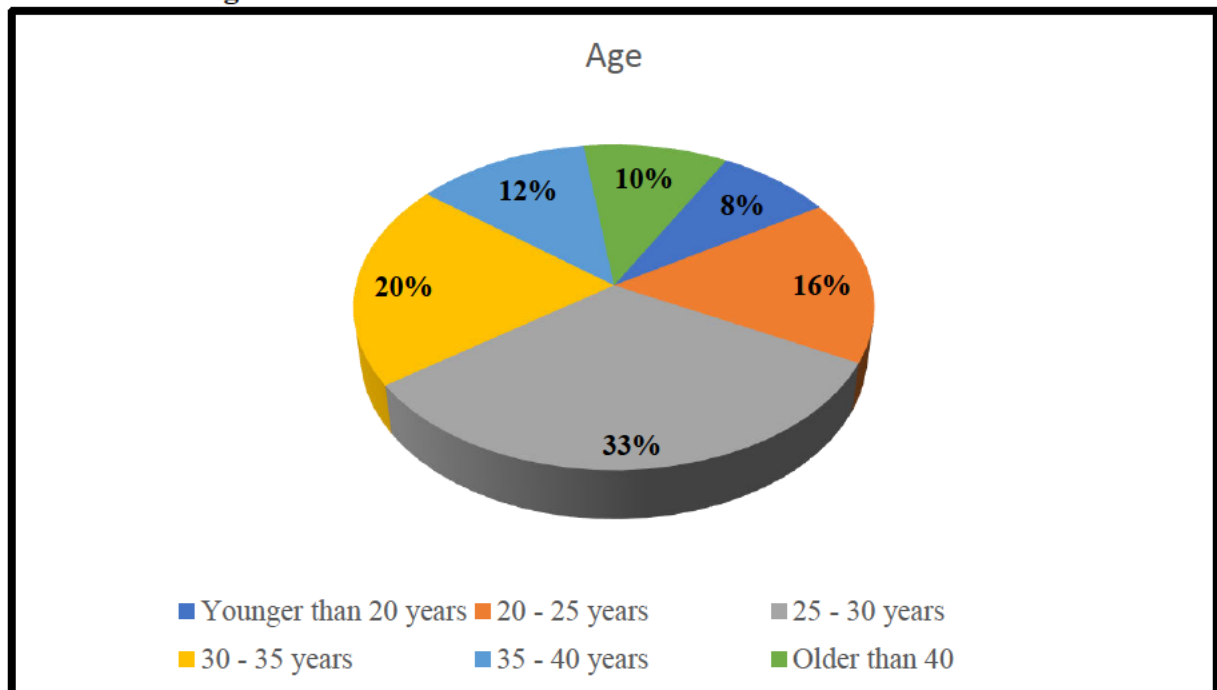


Figure 4- 3: Percentage Split by Age

Figure 4-3 displays the percentage split by age of the study's participants. People in their youth accounted for more than half of all participants. Out of a total of 49 participants, 4 were younger than 20 years of age. This translates to 8% of the total participants being younger than 20 years of old. A total of 5 participants or 10% of the total number of participants comprised of persons older than 40 years. There were 6 participants between the ages of 35 – 40, making up 12% of the total number of participants selected for this study. A total of 8 participants were aged between 20 – 25 years. This translates to 16% of the total number of participants. A total of 10 participants aged 30 – 35 years old made up 20% of the total number of participants. The largest portion of the total number of participants comprised of 16 participants. This translates to 33% of the total number of participants.

4.3.4. Education Level of the Shop Owners

Participant	Education Level
Owner A	University Degree
Owner B	Matric NSC/ High School Diploma
Owner C	Studying towards a College Diploma
Owner D	Matric NSC/ High School Diploma
Owner E	College Diploma
Owner F	Matric NSC/ High School Diploma
Owner G	Other Tertiary Training

Table 4- 3: Education Level of the Shop Owners

Table 4-3 above shows the highest level of education attained by each shop owner. Owner A is a qualified teacher and holds a university degree. Owners B, D, and F have not studied beyond secondary education (high school). Owner C is currently studying towards a College Diploma while Owner E has a college diploma. Owner G elected to study a skill post-high school. Owner G is trained as a roofer and has experience in construction.

4.3.5. Years in Operation

Shop	No. of years in operation
Shop A	5 years
Shop B	2 years
Shop C	1 year
Shop D	3 years
Shop E	2 years and 6 months
Shop F	5 years
Shop G	5 years and 6 months

Table 4- 4: No. of Years Business Has Been Operating

Table 4-4 above shows the number of years that each business has been in operation. Shop G, which offers a car washing service and fast food has been operating for approximately 5 years and 6 months – making it the longest operating business among the 7 shops that were sampled. Shop A (grass cutting and lawn management) and shop F (construction and renovations) have both been operating for a total of 5 years respectively. Shop D offers fast food and has been in operation for a total of 3 years. Shop E (clothing designs and alterations) has been in service for approximately 2 years and 6 months. Shop B (spaza/ convenience store) has been in service for 2 years. Shops C (photography/ videography and event equipment hire) was recently established and has been in operation for 1 year.

4.4 Identifying themes from findings

Identifying themes or patterns from participants' responses is an important step in the analysis of findings. A qualitative approach to the analysis of data was adopted to aid in the organising of data for further analysis. This process entailed transforming a large body of data collected using research tools into structured, logical, and meaningful information. John (2012, p. 101) states that "The analytical process does not proceed tidily or in a linear fashion but is more of a spiral process; it entails reducing the volume of the information, sorting out significant from irrelevant facts, identifying patterns and trends, and constructing a framework for communicating the essence of what was revealed by the data." Makanyeza (2014, p. 172) asserts that qualitative data may be analysed in multiple ways and that the analytical approach adopted is dependent on the "questions to be answered, the needs of those people who are to use the information and the availability of resources." In identifying the major themes, the researcher firstly had to understand the true meaning of the data collected, sort the information into groups and analyse the groups to uncover the key themes. In doing this the researcher is essentially employing thematic analysis to make sense of the responses given by participants

Thematic analysis refers to the process of reducing large volumes of data into ordered, relevant data to be used in uncovering themes or patterns in responses received from participants (John, 2012, p. 101). The researcher analysed data using NVivo version 12 and Microsoft Excel. Microsoft Excel was used to create a database of data collected from the various participants which would later be imported to Nvivo. Nvivo is a widely used qualitative analysis software that allows researchers to gain insights into patterns or themes from unstructured data. The researcher used Nvivo to organise participant responses and to establish patterns from the data collected. After careful consideration of several ways that thematic analysis may be performed, the researcher chose to adopt the steps below as per recommendation by Makanyeza (2014, p. 172 – 174):

4.4.1. Step 1: Familiarise yourself with the data collected

The first step requires the researcher to repeatedly read the transcripts, playback audio recordings, or videos, if necessary, to obtain a clear understanding of the data collected. The researcher opted not to video record the focus group discussions and interviews. The use of audio recording as well as transcribing responses was used to ensure that responses were captured accurately. The researcher spent a considerable amount of time reading over the transcripts and playing audio recordings to get a better understanding of the views and opinions of the study's participants.

4.4.2. Step 2: Clean the data

The cleaning or sorting of data requires a clear understanding of what the researcher aims to achieve with the data collected (Makanyeza, 2014, p. 173). The researcher firstly reviewed the data collected using focus group discussions and interviews to obtain a clearer understanding of the participants' views. Subsequently, the researcher reduced the volume of data by selecting data that was relevant to the research problem,

4.4.3. Step 3: Categorise data

The categorising of data may entail re-reading transcripts and playing back audio recordings to identify patterns and themes in the data collected (John, 2012, p. 103). The researcher revisited the transcripts and audio recordings and identified links between data. The links found within data allowed the researcher to group data in a logical and meaningful way.

4.4.4. Step 4: Identification of major themes and subtopics

The researcher reviewed the ordered data in line with the research questions to uncover the major themes in the participants' responses. A further review of data revealed subtopics within each of the major themes which will be discussed.

4.4.5. Step 5: Interpretation of themes and sub-themes

The fifth and final step requires the researcher, now with a clear understanding of the data, to use the themes and subtopics to present the study's findings (Makanyeza, 2014, p. 173).

In the process of analysing the data collected using interviews and focus group discussions, a total of five (5) major themes were identified. The major themes were identified from responses given by the study's participants. The five major themes that were identified are (1) failure of Businesses in the Area, (2) Economic challenges, (3) Lack of Support, (4) Impact of the Covid 19 pandemic and, (5) Differentiation in goods and services produced. In addition to the major themes, the researcher uncovered sub-themes

arising from discussions on the major themes. The implications and contributions of the findings of this study, and the themes that have been identified, are contextualised, and critically discussed in the following chapter. Figure 4-4 below, produced by NVivo in the data analysis, presents the major themes and sub-themes that were identified during the thematic analysis of data collected in this study. Both the major themes and sub-themes were categorised under the objectives presented in chapter three.

Themes identified in the analysis of data were closely related to some of the challenges that businesses in the informal economy face. The poor performance and in some cases failure of businesses in the township was discussed in great length. The researcher found that the lack of knowledge, skills and resources (finances and infrastructure) coupled with changes in buying habits due to the Covid19 pandemic required severely impacts the shops' operations. For most, the lack of funding meant that planning ahead was near impossible more so at a time when some of their customers were not earning as much as they did before the forced closure of firms due to Covid19 regulations set out by the government. Further to this, the lack of adequate planning may have hampered the shops' ability to compete with the well-resourced big businesses operating in the townships.

Figure 4- 4 Major Themes and Sub-themes

Theme	Sub-theme	Category Grouping	Objective
1. Business Failure	Business Acumen	Operational Challenges	1
	Shortage of Resources	Operational Challenges	
	Perceptions/ Beliefs	Social Challenges/ Opportunities	
2. Financial Challenges	Business Acumen	Operational Challenges	1
	Sustainability	Operational Challenges	
3. Lack of Support	Consumer Awareness	Influence of Sociodemographic factors	3
	Buying Habits	Influence of Sociodemographic factors	
4. Impact of Covid19 Pandemic	Location	Opportunities	2
	Flexibility	Operational Challenges	
5. Differentiation	Competitive advantage	Opportunities	4
	Market Research	Opportunities Through Government Interventions	

4.5 Presentation of the major themes

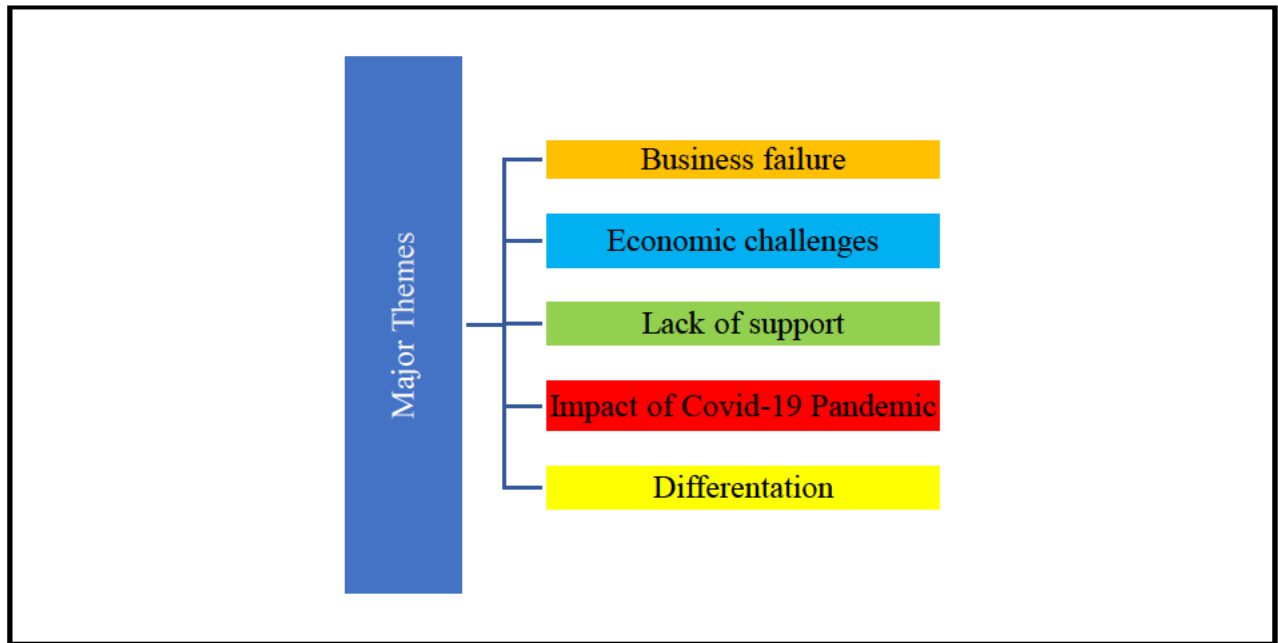


Figure 4- 5: Major Themes Identified

Figure 4-5 above presents the major themes identified in this study. As discussed in section 4.4, the identification of major themes followed a structured logical approach to ensure that the views of the participants are articulated as accurately as possible. Sub-themes were identified within discussions around the major themes. A presentation of the views of the study's participants is presented below. The researcher has quoted the views of individual participants where possible. In scenarios where there was an overwhelming consensus in views, the researcher has quoted the views of the collective – be it the entrepreneurs or the views of one or more groups from the seven focus group discussion sessions. A presentation of each major theme, from both the entrepreneurs' and customers' point-of-view (POV) follows.

4.5.1. Theme 1 – Business failure

In response to question 19 of the voluntary interview questions: *Please describe your plan to keep the business running in the foreseeable future?*

From the Entrepreneurs' POV

In discussions with the respective entrepreneurs, a lot of emphasis was placed on the failure of businesses in the area. The entrepreneurs expressed concern over the apparent failure of businesses in the area.

Owner C asserted the concern over the failure of start-ups in the area:

“It is obviously discouraging to see businesses suffer and fail one after the next. Most of the people who start businesses here (Klaarwater) do so because they really do not have any other option. There are no jobs in South Africa. For those who have jobs, the wage or salary they receive is not enough to live the kind of life we all want to live.”

The failure of businesses in Klaarwater was the subject of lengthy discussions. Several contrasting views on the factors that cause businesses to fail were discussed. The shop owners felt that the problem is rooted in the lack of resources to run their businesses. These resources include, but are not limited to the capital, physical premises, or location of shops and support from the government. It was brought to the researcher’s attention that societal pressures play a big role in the success of the shop owners’ respective businesses. Owner A described the pressure as being overwhelming at times. According to Owner B, *“it’s difficult to plan ahead when you don’t have money to grow your business. We have families to take care of and we are expected to succeed. Alternatively, you have to somehow find a job to provide for your family.”*

In response to question 4 of the voluntary focus group discussion questions: *What are the challenges that you have experienced in transacting with the businesses in the community?*

From the Customers’ POV

The study needed to consider both the shop owners’ views as well as those of their customers. The focus group discussion yielded several contrasting views on why businesses in the area fail. On one extreme, Group 1 and 4 believe that the failure of businesses in the area is due to a lack of knowledge by the shop owners. Group 4 emphasised their concern by stating that:

“The problem is that the shop owners in the area are too casual in the way that they run their businesses. We often see crowds of people casually chatting and standing around the entrance of the shops which blocks the entrance. Now, as a customer looking to purchase something, it can be very annoying to try and weave your way through the crowds. It also paints an unfavourable image. We are all aware of some of the social ills that plague our community and so to see scores of mostly young people aimlessly wandering around, raises questions about the legitimacy of the businesses. Maybe if the shop owners knew how to run businesses in a way that paints a good image, things would be better.”

The groups emphasized that they’ve had a few disagreements with some of the shop owners in the past. According to Group 1, local shops in the area are not reliable. The group claims that on many occasions they’ve attempted to purchase some item, only to be told that there was no stock available. This negatively affects perceptions about the shops as it, in turn, drives customers towards their

competitors – competitors who in some cases, are the “foreign-owned spazas and other big retail chains looking to cash in on the deprived townships.”

The responses of the entrepreneurs suggest that their biggest concerns about the failure of businesses are rooted in the lack of resources. In highlighting a lack of various resources, the entrepreneurs indicated that they experience difficulties in planning for the foreseeable future. The responses of the consumers indicate that the businesses fail because of a lack of expertise and traits needed to run a successful business.

4.5.2. Theme 2 – Economic challenges

In response to question 4 of the voluntary interview questions: *Please describe how easy/ difficult it was to obtain start-up capital for your business.*

From the entrepreneurs’ POV

The need for capital when running a business cannot be ignored. The shop owners agreed to not having access to sufficient capital. There are several ways in which one may obtain capital. Traditionally, one may approach a bank and opt for a business loan. Alternatively, the government has programmes aimed at funding start-ups in areas such as Klaarwater i.e., townships. The entrepreneurs expressed their frustration over the cost of acquiring the goods that they sell – which then influences the price charged to the customers. Owner E stated that “*We’re taking knocks on our profit margin. We pay a lot of money to acquire the goods we sell. Some of us pay for rent, security and still have to invest in our shops to make them attractive to the customers. It takes money to make money, and if you don’t have money – you will not survive in business.*” One of the most important elements discussed under the umbrella of financial struggles is the reason behind each shop owners’ decision to become a shop owner. While some of the shop owners are employed and run their businesses as a way to obtain extra income, several solely depend on their businesses to generate income to be used for monthly living expenses.

In response to question 2 of the voluntary focus group discussion questions: *What makes “Business A” your preferred shop over the rest of the businesses in the community?*

From the Customers’ POV

The customers highlighted that capital is a key consideration that ultimately determines where they purchase their goods and services. While the customers recognise that the shop owners in Klaarwater must charge competitive prices to make a profit, there was an undertone of disapproval in the views of a participant in Group 6 who stated:

“I understand that they need to charge prices in line with the market. However, one would assume that their geographical location i.e., the township, would result in lower prices being charged than that of the shops in the affluent suburbs we work in. This is the reason we sometimes choose to shop at the well-established shops in town as they sometimes offer specials and have their in-house brands which are usually more affordable for us.”

The view of the customers created a sharp contrast to that of the entrepreneurs. On one end of the spectrum, the entrepreneurs claim that they’re not getting as much profit as they should be making. On the other end of the spectrum, customers are frustrated by the small price difference between shops in the area and well-established shops in more affluent suburbs.

4.5.3. Theme 3 – Impact of Covid-19 pandemic

In response to question 18 of the voluntary interview questions: *How has the Covid19 Pandemic and lockdown regulations set out by the government affected the day-to-day running of your business?*

From the entrepreneurs’ POV

From the information given in reports in the media and from daily news coverage, it must be noted that the Covid19 pandemic had a big effect on economies across the globe. Businesses across industries have had to adjust to harsh conditions as societies were put under movement restricting lockdowns. Owner D stated that *“the lockdowns were a challenge for businesses. I run a shop on the main road in Klaarwater and generally benefit from the traffic around the area. The lockdown essentially limited travel, be it for social visits to friends and family or even travel for work. Fewer people travelling meant that I had fewer faces passing my shop on their way to and from work.”* The pandemic wasn’t entirely “bad for business.” This was the view of Owner G who further stated that *“the restrictions on travel may have been both positive and negative for my business. With fewer people traveling to work every day and generally less money to spend, the car wash business took a knock. In the same breath, my fast-food joint has enjoyed a lot of success. I think the restrictions meant that people needed to look closer to home for things like takeaways – which was a big plus for me.”*

In response to question 4 of the voluntary focus group discussion questions: *What are the challenges that you have experienced in transacting with the businesses in the community?*

From the Customers’ POV

The customers were largely divided about the effects of the Covid19 pandemic on trade in Klaarwater. While some groups expressed their concern about “inflated prices” and the inability to purchase the goods they need, other groups were more concerned with the financial effects. An important view

revealed in discussions with Group 1 revealed that some participants were “working fewer hours” as a result of reduced operations at their place of employment. Group 3 stated that “it has been beneficial to have shops nearby as travel was discouraged.”

The responses of the entrepreneurs suggest that the Covid 19 pandemic presented various challenges – a true test of the business’ flexibility. From a strategic perspective, the businesses may have benefitted by being in proximity to their respective customers. On the other side of the spectrum, with less output available from reduced operations in the market, the sourcing of goods may have been negatively impacted. The consumers’ responses suggest that the effects of the pandemic negatively affected the consumers’ buying power.

4.5.4. Theme 4 – Lack of support

In response to question 16 of the voluntary interview questions: *Are you aware of any government initiatives that are aimed at aiding businesses in South African townships? If yes, please describe*

From the entrepreneurs’ POV

The discussions revealed that the shop owners and customers had different ideas on what kind of support the businesses require. The entrepreneurs stressed that “support isn’t merely in the form of capital, but also loyalty and appreciation.” Owner D expressed her concern by stating:

“I am not aware of the channels available to me to obtain funding. I have thought about approaching a bank, but I don’t think that I can obtain a loan. That is one of the downsides of being unemployed. You have nothing concrete to show that you’re a functioning member of society.”

The researcher recognised and accepted that the idea of support means different things to different people. In further discussions, the researcher uncovered that some of the shop owners did not recognise what they do i.e., owning and operating their respective businesses, as “real work.” Some of the shop owners simply viewed their roles in the trade in Klaarwater as temporary to fill a present need. The term “real work” was, to some degree, loosely used by some shop owners – which suggests they had accepted that their business would not grow into more profitable establishments in the foreseeable future.

In response to question 5 of the voluntary interview questions: *To what extent do you think the community would like to see these businesses grow?*

From the Customers’ POV

In sharp contrast to the views of the entrepreneurs, some of the customers feel that the shops “are only in it to make a quick buck.” The customers expressed that they support shops in the area and would benefit greatly from the growth of these shops. Views from groups 1, 3, and 7 revealed the following:

“We support shops in the area. They serve as a close, easily accessible option when you need some items. As it is, if you’re doing groceries and rely on public transport, you end up paying for extra seats to load all your groceries – so of course, we support the shops in the area. We would also like to have big shopping malls, cinemas, restaurants and other businesses alike that we see in affluent suburbs. Understandably, that might be something we need to take up with the municipalities and government to allocate more resources to build our towns.”

The responses of the entrepreneurs indicate that there is a lack of knowledge of avenues to support their business. The entrepreneurs indicated that the businesses need support from the community they serve, institutions, and the government. The views of the customers suggest that they are supportive of the local shops and would ideally appreciate the growth of these shops and the township.

4.5.5. Theme 5 – Differentiation in goods and services offered

In response to question 9 of the voluntary interview questions: *What are some of the challenges, you experienced in producing/ sourcing the goods you sell?*

From the entrepreneurs’ POV

The shop owners were open and cognitive of the benefits that may arise from offering a wide range of goods and services. Owner C stated “diversifying offerings is a key consideration for me. The nature of my business and I believe every other business, requires careful attention to what the customer wants and needs. The ability to adjust your offerings may boost sales as you’re able to firstly cater accurately for your customers’ needs, and secondly, reach a wider audience as consumer tastes differ.” In agreement with Owner C, Owner G expressed his enthusiasm for diversifying offerings by stating “I don’t think I would still be running my business if it weren’t for the success that I found in adding new components to my business model. I initially offered a car-washing/ auto-valet service and would always worry that people would complain about the queues as my business became very popular in and around Klaarwater. I then decided to make the wait worthwhile by opening a fast-food joint where clients can enjoy light refreshments while their cars are washed. Making this adjustment made a world of difference.” The emphasis on being able to cater to different customer tastes was welcomed by all shop owners selected for the study. Owner A expressed his desire to diversify offerings but admitted that he was unsure as to how to incorporate that into his business model.

In response to question 3 of the voluntary focus group discussion questions: *To what extent do you believe the businesses in the community meet the demands of the community?*

From the Customers' POV

From a customer perspective, variety in goods and services offered was generally welcomed. In a review of the goods and services currently offered by the shops in this study, Group 3 stated *“the shops provide goods and services that the community needs in their everyday lives. Of course, there is room for more as the basket of goods that we consume has a wide range of goods.”*

Importantly, the researcher also noted that there was an apparent disconnect between (1) what the shop owners believe the customers need and want, and (2) what the customers expect to be sold in the community to meet their needs and wants. The relationship between seller and buyer suggests that there may be a lack of adequate research and more to the point, a lack of communication channels between the two parties.

4.6 Saturation

In ensuring that the quality of the data collected one needs to employ exhaustive measures to draw sufficient data on the research topic. Simply put, researchers are tasked with getting the most out of the data collected for a particular study. In doing so, one might reach the point of saturation, at which no new meanings can be derived from the data collected. Walker (2012, p. 38) argues that saturation in qualitative data is a tool that ensures that sufficient data is collected and no more can be absorbed from the data. Guest, Namey, and Chen (2020, p. 2) further state that “In this broader sense, saturation is often described as the point in data collection and analysis when new incoming data produces little or no new information to address the research question.” According to Lowe, Norris, Farris and, Babbage (2018, p.192) saturation of qualitative data may be viewed in two ways:

- *“Thematic saturation is achieved when further observations and analysis reveal no new themes*
- *Theoretical saturation occurs when additional data cannot further develop qualitative theory derived from the data”*

For this study, the researcher adopted the definitions set out by Lowe *et al.*, as the definitions are consistent with the saturation experienced in this study. It is important to note that the idea of saturation raises questions about whether a study has a sufficient number of participants to provide sufficient data. While this is an important consideration, one must acknowledge that qualitative data is more concerned with the richness and depth of data rather than the volume of data. From a thematic perspective, the researcher found reoccurring themes emerging from discussions with the study's participants. In relation to theme 1 (Business failure) some of the consumers questioned whether the shop owners had the right skills and expertise to run businesses. In contribution to theory development, the researcher found that the absence of adequate SCM functions such as planning, communication, and information sharing contributed to the owners' expressed uncertainty about the future of the respective businesses. The lack of the functions also

hampered discussions as the owners were unable to give more insight into their operational challenges. In accordance with theme 3 (Lack of support), the discussions further depicted a strained relationship between the businesses and consumers. Consumer perceptions suggested that the consumers were not convinced that the businesses could cater to the community's needs. The researcher further noted that some shop owners did not recognise the need to market and position businesses in a way that attracts customers. Eksteen (2019, p.20) argues that branding not only influences consumer perceptions, generates new interest, and distinguishes firms from competitors but also adds to the overall appeal of a firm. While the researcher acknowledged that the shops sampled lack capital and resources to undertake costly marketing activities, one must note that a firm's brand may be influenced by factors such as the physical premises, culture, internal processes, and experiences gained from the purchasing of goods and services.

As mentioned above, this study was undertaken during the Covid-19 pandemic which disrupted livelihoods. The researcher found that the shop owners' responses were in large, related to the effects of the pandemic (Theme 4). The shop owners repeatedly stressed that the pandemic amplified the challenges that the owners faced in securing capital investments, support from both consumers and the government, and continued supply of goods – all of which are perceived to be the main reasons behind the failure of businesses in the township. Data collected from the focus group discussions echoed similar concerns over the negative impact of the pandemic. Participants cited financial challenges and rising commodity prices as major contributors to lowered buying power. The researcher made efforts to obtain greater insight into the challenges faced by young entrepreneurs by clarifying responses and probing responses to allow for rich discussions. The similarities in responses given during interviews and focus group discussions led the researcher to conclude the data collection process as no new ideas and/or themes were being generated.

The researcher acknowledges that the scope of the study could have been increased to include more shops and consumers. This study focused on shops owned by entrepreneurs in their youth in Klaarwater. The researcher found that shops owned by young entrepreneurs made up a small portion of the total number of shops in the area. The researcher further ensured that multiple perspectives were gained by sampling different business models for greater representation of businesses in the study site. Importantly, the researcher also noted that the shops in the area sell similar goods and services to the same pool of customers. The researcher further analysed data by using a rigorous approach to accurately absorb data. One must acknowledge that saturation may be reached without realising the full extent of relationships between variables in a study. The data collection and analyses process were concluded after the application of exhaustive measures to absorb sufficient data for this study.

4.7 Concluding remarks

This chapter served as a presentation of the findings of this study. This chapter presented a brief background on each shop owner and their respective shops. A presentation of the socio-demographic characteristics of respondents followed. This chapter further outlined the process used to categorise data into major themes to be discussed in Chapter 5. Each of the major themes was presented from the shop owners' perspective and from that of the other participants i.e., the customers/ consumers of the goods and services provided by the seven (7) shops included in this study. Important to note, this study's research problem and objectives guided the formulation of the interview and focus group discussion questions. The participants' responses to the interview and focus group discussion questions were then methodically analysed to uncover the major themes. The following chapter will critically analyse and discuss the findings of this study in relation to the study's objectives.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

The previous chapter presented the research findings. The research findings highlighted the major themes and sub-themes identified through thematic analysis of the data collected during the interviews and focus group discussions. This chapter will critically discuss the study's findings. The findings will be discussed and categorised under the four objectives of this study. The researcher must interpret and discuss the implications of the research findings in accordance with the objectives of this study. This chapter will initially present a brief overview of the research objectives and will subsequently discuss the findings from the interviews and focus group discussions held with young entrepreneurs and the consumers who frequent their respective shops.

5.2 Findings in relation to objectives

In consideration of the alarmingly high unemployment rate amongst the youth in South Africa, this study set out to explore the dynamics of youth entrepreneurship in townships. This study aimed to identify the challenges and opportunities that young entrepreneurs face in their entrepreneurial pursuits. In uncovering the challenges and opportunities, the researcher engaged both the entrepreneurs who run the respective businesses sampled for this study and, the consumers who frequent the respective businesses. The researcher set out to ask questions on the challenges and opportunities faced in starting a business, running the business, social factors influencing the business, and the role that government plays in increasing economic activity amongst the youth and the development of the township economy.

5.2.1. Objective 1

To identify the economic and social challenges faced by young entrepreneurs in townships

The first object of this study was rooted in (1) gaining insights into the economic challenges that young aspiring entrepreneurs face, and (2) uncovering the challenges that young entrepreneurs face in running their business in a township setting. Research indicates that starting up a business requires a substantial amount of capital. In discussing the challenges faced by informal traders, Mukwarami and Tengeh (2017, p. 334) argue that "access to funding usually presents a major obstacle and the little capital raised usually comes from personal savings and borrowing from friends and relatives." The

researcher asked the interviewees open-ended questions to uncover the challenges faced in the interviewees' entrepreneurial pursuits.

5.2.2.1 Economic challenges

Access to capital is an important resource in the starting up and running of any business and could prove to be key in keeping one's business operational (Mtshali, Mtapuri, and Shamase, 2017, p. 11). The interviews revealed that the aspiring entrepreneurs lacked knowledge of how to and where to obtain funding to assist in their entrepreneurial pursuits. Some entrepreneurs expressed that they rely on income earned from formal employment to fund their businesses. In the same breath, some entrepreneurs expressed their desperation as they did not have any other form of income and relied solely on their business to generate income. The researcher acknowledged that capital was at the core of the interviewees' challenges. Firstly, the lack of capital gives rise to the inability to procure the goods/ services required to meet the expectations of the consumers. Consumers expect a certain level of service, and businesses need to meet these expectations.

The consumers highlighted a lack of professionalism, amongst other things, as a contributing factor in the failure of businesses in Klaarwater. The inability to ensure a smooth, consistent supply of goods to meet demand may result in out-of-stock situations, which in turn creates negative perceptions of the business. From a demand perspective, the inability to satisfy market demand may result in lost sales as the consumers may end up choosing to spend their money buying goods and services from one's competitors. Talasenka (2014, p. 39) asserts that it is easier to maintain long-term relationships with consumers than it is to attract new consumers. Well-established, successful organisations invest in branding and take pride in being able to satisfy the market requirements. The financial constraints suggest that the businesses in the township may not be able to easily attract new customers and thus need to take every opportunity to create positive perceptions in the eyes of their customers. From a supply perspective, businesses are tasked with forming and maintaining meaningful relationships with their respective suppliers. Without the capital required to consistently procure goods and services needed from one's suppliers, the businesses in the township may miss out on some benefits and/or value achieved through meaningful supply chain networks.

5.2.2.2 Going concern

The shop owners interviewed in this study highlighted insecurities over the continued operation of their businesses. The interviews revealed that the township has seen many start-ups fail for one reason or the next. The entrepreneurs stressed the need for the community to support their entrepreneurial pursuits instead of the well-established business that threaten their livelihood.

Sustainability is an increasingly critical consideration in business. The businesses in Klaarwater need to ensure that they are positioned with longevity in mind. This means that the businesses need to be able to continually operate at a profit in the foreseeable future. Important to note, several factors determine the sustainability of businesses. Businesses need to first be cognisant of customer expectations. Some of the customers who participated in this study expressed disappointment over the lack of professionalism displayed by the businesses. The consumers raised concerns over the quality of the goods sold. This in turn creates negative perceptions of the businesses. Understanding customer expectations will enhance the business' ability to satisfy customer needs and wants.

Secondly, the businesses need to establish themselves as the preferred shops over their competitors. Some of the interviewees revealed that they had formed meaningful relationships within the community they serve. Notably, the business owners in the township acknowledged that they are tasked with presenting themselves in a way that instils confidence in the eyes of their consumers. There is a clear need to firstly change negative narratives of the goods and services provided. The informality of trade in the township does not necessarily mean that the goods and services sold are of relatively inferior quality. Secondly, considering financial challenges, business owners need to find creative ways to add value to their offerings. The aesthetic appeal of their physical premises, products and services, branding, and corporate identity are all key considerations in creating and enhancing perceptions of quality and value. This creates a sense of trust and may result in repeat purchases and ultimately customer loyalty. The effective management of relationships that exist between businesses and consumers is a strategic tool in maximising the value provided to the consumers.

5.2.2. Objective 2

To ascertain the supply chain operational challenges that young entrepreneurs face in townships

The second objective of this study sought to explore the challenges that entrepreneurs experience in the operations of their businesses. This study was carried out during the 1st wave of Covid 19 infections in South Africa. The country was put under a harsh lockdown which restricted the movement and operational capacity of businesses.

5.2.2.1 Operational challenges

Opinions from the consumers on the effects of the Covid 19 pandemic were to some degree divided. Some consumers were appreciative of the proximity of the shops in the township. From a strategic perspective, the businesses in Klaarwater benefit from being located near their target

customers. This allows the customers to conveniently access the business' offerings – a favourable outcome from the stringent regulations set out by the government to limit movement during the pandemic. On the other end of the spectrum, consumers highlighted that the shops were unable to satisfy all their needs. The increase in demand meant that the businesses had to produce more goods and services to meet demand. The shop owners highlighted that they experienced out-of-stock situations during the strictest period of the nationwide movement restricting lockdown. The discussions suggested that some entrepreneurs struggled to get the product from their suppliers as operations capacity across industries decreased. The restrictions presented new challenges for some of the shop owners while beneficial for other shop owners.

5.2.2.2 Flexibility

The restrictions imposed by the government tested the flexibility of the businesses sampled in this study. The businesses were forced to change their planning and buying patterns as they sought to mitigate the risks of being out of stock. Some of the owners highlighted that the restrictions warranted bulk buying and holding more inventory than they would have wanted to. This drastic need to hold more inventory in uncertain times presented more challenges. Some of the shop owners do not have capital readily available to practice bulk buying. The researcher acknowledged the financial implications that the movement restricting lockdowns had. From a strategic perspective, a clear understanding of one's high-value items may have benefitted the owners. Focusing on securing the high-value items or best-performing goods and services over lower value items, ensures that the businesses can produce the items in high demand or items that account for higher revenues.

5.2.3. Objective 3

To examine the extent to which sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships.

The third objective of this study explored the role of social factors and demographic characteristics in influencing the youth towards entrepreneurial pursuits.

The owners expressed the need to understand the buying patterns of their customers. One owner described Klaarwater as a neighbourhood in which many people are unemployed, giving light to a discussion about the kind of offering that business should have, with affordability in mind. Understanding the customers' buying power is an important step in planning to meet customer expectations. Consumers alike have their perceptions and knowledge of the kind of goods they want

to purchase and the price at which the goods should be purchased. In raising these points, one owner described their journey into entrepreneurship as a “means for survival.” In context, the researchers are aware of the standard of living in the area, and that influences the types of goods and services that they provide.

There is a need to understand the different reasons that push people towards entrepreneurship. In the interviews, 5 out of 7 interviewees indicated that being unemployed and financially challenged drove them towards entrepreneurship. Almost all of the interviewees expressed the need to provide for their families as an influencing factor pushing them towards entrepreneurship. Essentially, the researcher uncovered that several social factors are influencing the youth’s propensity towards entrepreneurship.

5.2.4. Objective 4

To establish the role of existing government interventions in increasing trade and propensity towards entrepreneurial practices amongst the youth in South Africa’s townships.

The fourth objective sought to establish the effectiveness of existing government initiatives in developing and encouraging trade amongst the youth in townships. The development of the informal sector is a key consideration for the government. The informal sector has a significant contribution to the country’s GDP. It is therefore critical that the government introduces and continuously improves efforts to fund entrepreneurs, train and upskill the youth and, reduce unemployment. The interviews yielded relatively small contributions to achieving this objective. The shop owners demonstrated limited knowledge of the available government initiatives aimed at developing SMMEs. In the discussions, the shop owners expressed their interest in finding out more about how to adequately decide on what items to make/ buy and how to obtain insights into markets before taking on the risk of introducing new offerings. The researcher acknowledged the knowledge gap. This may point towards inadequate communication of initiatives aimed at developing SMMEs.

The discussions further allowed for an understanding of the kind of support that entrepreneurs felt was needed to succeed in business. Some of the owners expressed the need for mentors, especially in the early stages of one’s entrepreneurial journey. Skills courses would benefit shop owners with no background on how to run a business, the different considerations needed in entering a particular market, and understanding the characteristics needed to successfully carry out core functions. Exposure to skills and development courses would enhance the shop owners’ business acumen and equip the owners with the skills to identify and present their Unique Selling Proposition (USP) to enhance competitiveness in the market.

5.3 Emerging factors

In discussion with the study's participants, the researcher found that there were contributing factors that were external to the scope of this study. The entrepreneurs alluded to concerns over not being able to attract customers as a result of the environment in which they operate. Townships in South Africa are in general densely populated and have been marred by reports over service delivery protests. The entrepreneurs stressed that the negative perceptions created by reports in media publications influence the growth of the township economy. In comparison to businesses operating in the affluence of the neighbouring suburbs, clear distinctions were made that positively shaped consumer perception. The businesses operating in neighbouring suburbs are largely situated in the central business districts, giving the businesses greater exposure to consumers and making the businesses easily accessible via different modes of transportation. Further to this, the businesses operate in arguably more appealing and safer conditions with active security and enforcement in and around the business premises. The shop owners also alluded to businesses in the business districts being able to charge relatively more for the goods and services offered. The access to consumers who reside in affluent suburbs suggests that the businesses in the business districts benefit from being in relatively attractive environments with consumers with relatively greater buying power.

The researcher further found that the shop owners were concerned about the inconsistency of service delivery in the township. The shop owners shared consistently negative sentiments on sporadic power outages and water supply disruptions that have long plagued the community. Supply chains rely on consistency in the flow of goods and services to ensure that efficiency in their operations. Ideally, businesses need to be able to service consumers as and when goods are needed. Disruptions in the supply chain may lead to extended lead times, additional costs to find alternative solutions, stock-outs, and ultimately unhappy consumers. The power outages and disruptions in water supply present challenges for the shop owners who generally do not have alternatives such as generators and water reserves. Owner G, who operates a car wash and fast-food establishment expressed disappointment over lost sales due to outages. A business model of this nature, as in some of the other business models, may have far-reaching effects as customers turn to other, relatively more reliable businesses offering the same goods and services. The shop owners further highlighted that a lack of infrastructure would likely hinder the growth of businesses in the township. As mentioned above, townships are generally densely populated. The lack of land and infrastructure to expand operations may play a critical role in the shops' ability to grow in the future.

The scope of various businesses that one may operate in the township was discussed. The researcher found that the shop owners felt that the township, in its geographical positioning, resources, demographics, and population size lacked appeal to attract investment. This perceived limitation may suggest that while there may be a plethora of business ideas, aspiring entrepreneurs do not have confidence in the success of those business ideas. Importantly, the researcher acknowledged that entrepreneurship entails identifying gaps in

the market and exploiting those gaps to make a profit. In doing this, aspiring entrepreneurs need to be cognisant of the dynamics of a supply chain which ensure smooth operations. One must establish and continually enhance relationships that need to be formed from sourcing raw materials/ services, converting those raw materials/ services into the goods and services need or want in a specific market. Only two (2) out of a total of seven (7) shop owners stated that their businesses were formed on the back of thorough market research and analysis. This is an important step in the entrepreneurial journey as it allows for a greater understanding of the requirements for operating successfully in the market.

Several shop owners expressed concern over several businesses offering similar goods and services in the community. The shop owners claimed that this would limit the growth of those businesses as there are no grounds to distinguish offerings. While it must be acknowledged that competition is healthy for any market, businesses need to be wary of saturation within markets. Market saturation occurs when there is no new demand for a business' offerings. This may be as a result of competition a maximisation in throughput needed to meet market demand. The acknowledgment of the possibility of saturation in the market may cultivate innovations to continuously improve existing goods and services.

5.3 Covid-19 Pandemic

The Covid-19 pandemic presented challenges and opportunities for supply chains across the globe. In South Africa, as in many other countries, the government introduced and encouraged the enforcement of movement restricting laws in attempts to slow down the spread of the deadly virus. The harshest period of the regulations lasted for three (3) months and saw the temporary and in some cases permanent closure of businesses. The researcher found that the shop owners were divided in views of how the pandemic impacted the respective businesses. For some owners, the restrictions on movement and reluctance of some patrons to travel resulted in greater interest in the community's offerings. Some owners experienced higher sales as consumers opted for more localised traveling to purchase goods and services. This meant that businesses benefitted due to proximity to consumers. In discussions with Owner G, who provides a car washing service and operates a fast-food establishment, the researcher found that the two businesses fared differently. The car washing service experienced lower sales as fewer people were traveling, meaning fewer cars were in use. In contrast, the fast-food business saw an increase in sales. This may be attributable to the reluctance of patrons to travel to previously preferred eateries as well as regulations that restricted in-store dining. The geographic location of a business is a strategic consideration that seeks to maximise efficiency. Firms may choose to be located in proximity to suppliers to experience benefits such as lower transportation costs from the supplier and shorter

transit times. Alternatively, firms may opt to be in proximity to customers. This may allow for greater reach of a firm's target market.

The researcher found it important to note that while higher sales volumes may be seen as positive, this may also present challenges for continued supply. Owner B, who runs a spaza shop that sells grocery items such as bread, milk, eggs, and canned food, stressed that the sharp increase in sales experienced in the first month of the pandemic resulted in the shop running out of stock to service demand in the subsequent months. Supply chains rely on information sharing to make decisions that influence the planning and execution of processes. The pandemic and laws around it were unforeseen and allowed very limited time to react and realign supply plans. This resulted in some consumers buying in bulk to keep reserves of necessities. This practice put pressure on Owner B's capacity to hold inventory and service demand in the community. This meant that some of the shop's regular customers could not be serviced as inventory was consumed in a relatively short period while replenishment took longer than expected. Shops C (photography) and E (clothing alterations/ sewing) were found to have been most negatively impacted by the pandemic. Both shops largely rely on gatherings and events to draw business. The regulations set by the government placed restrictions on gatherings from no gatherings at all to more controlled gatherings with caps on the number of attendees. This highlighted the need for businesses to be resilient and adapt to change in the market. The researcher found that the businesses were impacted in different ways both negatively and positively. While businesses suffered some losses in one way or the other, one could argue that the pandemic may benefit from the experiences learned.

The researcher found that the pandemic impacted consumers in different ways. For some consumers, the pandemic brought about changes in the number of hours worked and income earned. This means that some consumers had relatively less buying power as a result of the pandemic. A small percentage of consumers alluded to having more buying power as a result of working remotely and saving on traveling costs. Further to this, the consumers stressed that more businesses were needed in the community to cater to the needs of residents. The travel restrictions and general reluctance to travel in fear of exposure may have heightened the need for more business, with the right assortment of goods and services to serve the community. Importantly, the pandemic presented challenges for both consumers and producers. The disruptions to the respective supply chains may prompt the consumers to be more cognisant of buying power and its implications and may prompt shop owners to take a more holistic approach to operations. The role of information sharing, and communication remains key in surviving in business. Equipped

with adequate timely information may place a firm in a position to effectively carry out its mission and achieve predetermined objectives. The researcher found that a lack of information on the pandemic and how it would affect supply chains affected the shops' ability to manage and carry out core business functions. Having information would have allowed the businesses, to some degree, to plan for the continued supply of goods and services from the source to meet anticipated market demand.

5.4 Concluding remarks

This chapter outlined the objectives of this study and discussed the findings of this study in the context of the study's objectives. This chapter also discussed the findings of this study in relation to the variables of the conceptual framework. The researcher further presented factors that emerged from findings that were external to the scope of this study. The culmination of this chapter discussed the impact of the Covid-19 pandemic on the operations of the sampled businesses and the impact of the pandemic on the consumers and buying power. The following chapter will present conclusions from this study, detail contributions that this study will make to the existing knowledge and theory and make recommendations for future research.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1.Introduction

The opening chapter of this dissertation outlined the research problem. This study aimed to identify the challenges and opportunities faced by entrepreneurs in their youth, with a specific focus on the different dynamics within a township setting. Chapter two presented a review of the existing knowledge on the research problem. Chapter three presented the chosen research methodology to collect data from the participants of this study. Chapter four presented the findings of this study. Chapter 5 critically discussed this study's findings of the objectives highlighted in Chapter 3 (Research methodology). This chapter, being the final chapter of this dissertation, will present conclusions drawn from the findings discussed in Chapter five. This chapter will further outline the implications of the study's findings on the existing knowledge and theory, highlight the limitations of this study, and present recommendations for future research.

6.2.Conclusions

In conclusion, the researcher drew key takeaways from the study's findings. The study's findings revealed several challenges that young entrepreneurs need to overcome. Overcoming the challenges requires contributions and efforts from the government, entrepreneurs, and the community's that SMMEs serve. The influence of one's environment, beliefs and perceptions, background, and education are factors that influence propensity towards sustainable entrepreneurship.

6.2.1. Challenges to overcome

The study revealed various challenges faced by young entrepreneurs in Klaarwater. Access to capital was demonstrated as the key contributor to the failure and fear of failure of businesses in the township. The findings further revealed that confidence amongst the entrepreneurs was low. Capital is a much-needed resource in any business. Capital can be used to expand the scope of operations, attract new customers and enhance existing customer relationships. Expanding operations would allow the businesses to produce on a bigger scale and would present an opportunity to have differentiation in product offerings. The findings of this study further revealed that the shop owners had no collateral to bring forward when applying for loans with banks making it difficult to obtain funding. The businesses in the township need to take advantage of the available resources such as their location. The shops are in proximity to the customers that they serve and generally do not incur rental costs. This allows for

cost savings that can be used for other business needs. barriers to success need to be addressed to promote and develop the township economy.

6.2.2. Opportunities for growth

The development of SMMEs is a key focus for the government. The government has rolled out several initiatives aimed at funding SMMEs, training, and support for skills development. The study uncovered that the entrepreneurs lack the awareness of avenues to obtain funding and other government initiatives aimed at empowering SMMEs in the country. It is difficult to adequately quantify the effects of limited access to business-related information. Technological advances have made it relatively easier to communicate and engage target audiences through cost-effective channels such as social media. Big retailers typically keep a database of their customers through subscriptions and often send newsletters and promotional content.

While the shops in Klaarwater may not be able to have discounted sales and regular promotional activities, social media has served some of the entrepreneurs as well. Owner G, who operates a car washing service and fast-food restaurant promotes the company by asking customers to allow the company to take pictures of them. The pictures are then uploaded onto social media, essentially sharing the experience with other potential consumers. The owner claimed to have seen a significant rise in customers since adopting this low costing form of advertising. The entrepreneurs agreed in expressing the need to share and receive information in the operations of a business. The entrepreneurs must endeavour to access business-related information to overcome challenges. Further to this, the access to, and incorporation of key information in the operations of the respective businesses may result in more effective management and decision-making.

6.2.3. Key role players

The success of businesses in Klaarwater depends on several factors from market research to technological investments. The responses from the interviews suggested that the entrepreneurs were unaware of government interventions and skills development initiatives. The government quite rightly has a significant role to play in the development of SMMEs. The responsibility to develop the informal sector does not solely rest on the government's shoulders. Entrepreneurs have a role to play in being equipped with the right skills and information to succeed in business. Society's perceptions of the township economy are also an important consideration. The development of the informal sector does not only benefit the entrepreneurs but also the community at large as it creates employment opportunities and creates a platform for continued growth and development.

6.2.4. Factors influencing sustainability

Several factors influence the sustainability of businesses. Businesses need to operate at a profit to be sustainable. The shop owners sampled expressed that they had concerns over the future of their businesses. This is largely due to a lack of capital investment needed to transform the informal shops into attractive and recognisable, value-maximising establishments. The shop owners stressed that significant investment is needed to create and sustain an image that instils confidence in the shops' abilities to service the community. In the same breath, concerns over the high number of unemployed persons in the community were expressed.

Sustainability is also affected by the relationships that businesses have with their consumers. The study uncovered a strained relationship between the shop owners and the consumers. Consumers expressed that the businesses in the township need to improve on Customer Relationship Management (CRM). Starzychná1, Pellešová, and Stoklasa (2017, p. 1768) define CRM as "a business strategy that is focused on the development of lasting, mutually beneficial relations." Maintaining relationships with one's customers aids in understanding customer expectations. Meeting and exceeding customer expectations creates positive perceptions which in turn may result in repeat purchases and customer loyalty (Cant and Wiid, 2020, p. 91).

6.3. Implications on knowledge and theory

The researcher acknowledges that reasons for venturing into entrepreneurship differ as some of the shop owners are purely in business as survivalists while others were driven by opportunities to generate wealth. Ranyane asserts that "survivalist enterprises are both income and job-generating alternatives for the unemployed people." This view highlights the inherent potential of informal jobs to alleviate poverty in the country. Businesses big or small contribute to the economy and stand a chance to benefit and grow if equipped with the right resources and expertise to manage those resources. This highlights the need for the strategic adoption of SCM. The adoption of critical supply chain functions would allow the businesses to adequately formulate measurable targets and plan, schedule, and coordinate activities to ensure that targets are met.

6.3.1. Need for adequate planning

The study's findings and interpretation provided sufficient evidence to prove that young entrepreneurs face several challenges including financial, social, and operational challenges. The issue of capital requires a holistic view of a business' requirements. For some shop owners, capital is needed to purchase sufficient inventory to service demand while other owners alluded to needing capital investments to improve the condition of physical premises. Anifowose and Onileowo (2020, p. 1) state

that capital is a critical resource that is “measured in terms of cash utilized by entrepreneurs and businesses to shop for what they need to make their products or to offer their services to the sector of the economy upon which their operation is based.” The researcher found that, for the shops selling perishable goods, the lack of capital meant that they could not firstly, effectively plan to replenish stock to meet customer demand and secondly, sometimes could not afford to purchase sufficient stock to last until the next replenishment cycle. For owners of the service-oriented businesses (seamstress, photographer, lawn maintenance, construction and car wash) planning plays a major role in their ability to manage and service their customers within expected time frames. Effective planning allows businesses to be more productive by aligning their resource utilisation to best achieve their goals (Ahmad and Ahmad, 2019, p. 748).

6.3.2. Strategic sourcing

Businesses face various challenges in acquiring the resources needed to produce goods and services. According to Singh (2019, p. 212) the sourcing of resources requires a strategy that ensures that “requirements are optimized through reduced costs, maximizing on the organisations purchasing efficiency and decision making to give effect to strategic outcomes of an organisation.” This highlights the need for supply chains to factor responsible sourcing into operations. Van den Brink, Kleijn, Tukker, and Huisman (2019, p. 391) assert the importance of responsible sourcing and define this concept as “the management of sustainable development in the provision or procurement of a product.” In discussions with the shop owners in Klaarwater, the researcher found that some of the shops purchased similar goods from the same supplier with the only difference being that one shop owner owns a van and can pick up the required goods while the other relies on public transportation. This presented a gap for collaborative efforts that may result in benefits for both parties. One consideration would be possible benefits arising from discounts on bulk buying when replenishing inventory as both should combine orders. Further to this, the van owner may charge the other shop owner a fee to contribute to transportation costs while the other shop owner benefits from having a reliable, possibly cheaper way of acquiring the required goods. This would ensure that money is circulated within the community and further enhances trade in the township. The above example is just one of many opportunities that can materialise when businesses form and maintain mutually beneficial relationships. It is evident that whether a firm chooses to make or buy its goods and services, sustainability needs to be considered to realise cost-saving benefits and ensure a smooth, consistent supply.

6.3.3. Make/ buy decision-making

The decision to make or buy the goods and services that one sells is an important consideration in business. The service-oriented businesses sampled in this study do not outsource labour. The businesses are managed by the owners who perform the service e.g., construction and renovations are performed by the owner of shop G. The shops that sell fast food buy ingredients to produce the food and they sell. This is unlike the shops who buy finished goods, mostly groceries and household items like soap and washing powder, for resale. The decision to make or buy requires firms to evaluate their core competencies, associated costs and risks of producing or outsourcing production of goods and services (Sillanpää, 2015, p. 206).

6.3.4. Delivery

The researcher found that the relationship between the shops and the customers was almost non-existent. The customers' negative perceptions of shops, in general, emphasized the need for the business to engage the community to be able to attract customers. Engaging with the community may be done in several ways. Businesses may opt to advertise through visible media such as posters, product catalogues, and social media pages to name a few. For economically distressed businesses, it is imperative to be creative and exploit all available opportunities to derive value. In the focus group discussions, a participant claimed that something as simple as having the business' name at the entrance goes a long way in attracting customers. This is a key point that speaks to the need for entrepreneurs in the township to realise the potential that lies in the businesses that operate in the township. One may link this point to the fourth element of the SCOR Model – deliver. The concept of delivering goods and services to customers may be viewed as being multidimensional in that it not only refers to the physical capability to supply goods but also speaks to a firm's ability to use multiple channels to communicate and engage with customers on products and services offered.

6.3.5. Returns

The researcher found that the customers did not have much experience to draw on in terms returning goods to shop owners in the township. Those who had returned goods hinted at shops not being keen on accepting returns. However, the customers drew on their experience from returns made to other shops in expressing those returns should be a simple and stress-free procedure. The shop owners admittedly did not give much thought to handling returns. This is an important consideration as customer returns and complaints need to be managed appropriately to maintain good relationships

with customers. In exploring the customer complaint behaviours Miquel-Romero, Frasquet and Molla-Descals (2020, p. 289) state that “private complaining means that the customer voices his or her complaint only to the company, whereas public complaining goes beyond the company domain as the consumer tries to warn others or merely seeks revenge.” In this view, businesses should pay careful attention to how they manage customer complaints as this can be detrimental to their brand.

6.3.6. Enabling Factors

One cannot understate the importance of sharing and possessing relevant information in business. Supply chains depend on the timeous sharing of information that enables firms to make informed decisions (Singh, 2019, p. 211). The owners need to be cognisant of the benefits that can come from effective management of their supply chains from the acquisition of key resources at the lowest cost to the processing of complaints and returns to maintain good relationships with customers. This requires considerable resources, time, effort, information, and research. The shop owners in this study expressed concern over sporadic power outages and water supply disruptions in Klaarwater. These are key resources that are needed not just for everyday life but also for the continued operation of the respective businesses. Notably, the shop owners do not have many options in overcoming this challenge and require the municipality to play a role in ensuring a continued, uninterrupted supply of these resources.

The owners had very limited knowledge of government interventions that could provide much-needed relief for businesses and enable the development and expansion of the township economy. In relation to the existing government interventions aimed at increasing trade in the townships, there is a need to establish the role of the government in ensuring that initiatives and programmes reach the intended audience. Failure to reach the intended audience may result in critical resources being misused or pulled from these programmes and used to fund other government initiatives. The shop owners need to actively seek information and aid to support and develop businesses in the township. The researcher acknowledged that the shop owners were willing to obtain more knowledge on the opportunities that exist. This willingness proves that government interventions have the power to increase propensity toward entrepreneurship if rolled out correctly and all parties are engaged in meaningful dialogue to address the challenges.

6.4. Limitations of this study

It is important to understand the limitations of a study. Limitations refer to boundaries or barriers that may hinder a researcher’s ability to achieve the desired objectives. The researcher endeavoured to find

alternative ways to carry out this study without compromising on the objectives of this study. Table 6.1 below describes limitations encountered while conducting this study and details steps taken by the researcher to overcome the identified limitations.

Table 6- 1: Limitations and Delimitations

Limitation	Delimitation
Shop Owners reluctance to disclose details of their operations	Anonymity was maintained throughout the study to protect the identity of the shop owners and provide open and honest answers without fear of any prejudice
Barriers in explaining concepts as the study are written purely in the English language	The background, objectives, and goals of the study, interview, and focus group discussion questions were translated to local dialect where necessary to ensure that questions and responses were articulated as accurately as possible
Covid19 social distancing laws imposed by the university restricted face-to-face interaction with participants	Interviews and focus group discussions are conducted electronically via easily accessible, cost-effective channels.
Shops in the chosen study site, Klaarwater, generally sell the same basket of goods (grocery items) making it difficult to compare challenges across several different business models	Shops chosen in this study were chosen with uniqueness in mind. This allowed the researcher to explore different entrepreneurial spheres while also understanding the similarities in the challenges faced by each entrepreneur.

The researcher further acknowledged that the scope of the study was limited to young entrepreneurs in Klaarwater. It was envisaged that the study would include older, more experienced entrepreneurs to gain insights into how they were able to overcome the challenges of entrepreneurship. This would have allowed for a richer understanding of the experiences of entrepreneurs in the township. The researcher would have ideally expanded the scope to include entrepreneurs operating in 2 more townships. This would have contributed to understanding the shared experiences across the different locations. However, these considerations were abandoned as this would have been a cumbersome task requiring a significant amount of capital and time during a period marred with movement-restricting laws.

6.5.Recommendations

Considering this study's findings and interpretations, the researcher established the following recommendations:

- The shop owners should seek knowledge and information on existing government initiatives aimed at enhancing the township economy. The government needs to adopt a more aggressive approach in educating aspiring entrepreneurs. The development of SMMEs is not only going to uplift the lives of entrepreneurs but will also contribute to the mainstream economy. Understanding how and where to obtain funding may play a significant role in the development of businesses in Klaarwater.
- In discussions with the shop owners, the researcher found that most of the researchers had no clear plan in place to assist in managing their respective businesses in the near future. This is a critical function of any business as it guides the business from its current position to achieving its desired position. The owners need to be cognisant of the different functions that need to come together to ensure the success of their businesses.
- In discussions with the owners, the researcher found that there was potential to increase efficiency in operations. It is recommended that the businesses adopt SCM as a strategy to continuously improve and enhance the business' efficiency.
- The owners should increase marketing efforts to form meaningful relationships within the communities in which they operate. While it is important to note that most of the businesses sampled are solely owned and managed by the owners, the importance of having some level of marketing cannot be understated. Cant and Wiid (2020, p. 90) assert that having a clear marketing strategy with measurable objectives is critical in achieving the goals of an organisation. The shops should take advantage of the available resources such as owners' smartphones to create and manage social media pages. The use of social media would allow the owners to advertise and communicate offerings in a relatively affordable manner. Greater communication and relationship building with customers may change negative perceptions of businesses in the township.
- In discussions with the shop owners, the researcher found that some shops weren't aware that some goods were sourced from the same supplier. It may be beneficial to order in bulk and receive discounts while sharing delivery costs.

6.6.Recommendations for future research

The researcher acknowledged that the scope of this research may not be wide enough to accommodate other factors related to the topic. This study primarily focused on the challenges that young entrepreneurs face in the townships and the inherent opportunities that may not only positively influence propensity towards youth entrepreneurship but may also invigorate trade in the townships. The following recommendations were made based on the findings and conclusions of this study.

6.6.1. Competitive advantages in SMME development

In a review of the market in Klaarwater, the researcher found that numerous shops sell similar goods and services. This limited the scope of this study as the researcher was unable to include more shops in the sample. The shops in Klaarwater are limited in their financial and operational capacity. However, in contrast, the shops benefit from being in proximity to consumers, benefit from the owner's personal relationships with the community. It is then up to individual shops to use this to their advantage through innovation and a focus on continuous improvement. Further research is required to gain insights into creating and enhancing competitive advantages with limited resources.

6.6.2. Factors influencing attitudes towards the township economy

The researcher identified that the entrepreneurs had a largely negative view of the future of their respective businesses. This may have been a result of not viewing one's entrepreneurial pursuits as "real work." Businesses rely on their mission, values, goals, and objectives to guide their operations effectively to reach desired outcomes. The discussions with the consumers sampled in this study, it was clear that some of the consumers didn't view the business as being formal establishments with the potential to grow. The researcher identified that consumer beliefs and perceptions of businesses influenced their interaction with those businesses. Consumers with negative perceptions of life in the township displayed a sense of inferiority in the goods and services provided by the businesses in the area. There is a strong need to probe the psychological factors that influence how society perceives entrepreneurship in the townships.

6.6.3. Effectiveness of government initiatives

In discussions with the young entrepreneurs, a significant amount of time was spent discussing issues relating to a lack of support from the government. While the researcher acknowledged that the

entrepreneurs have a role to play in empowering themselves with the right skills and knowledge, the role of the government cannot be understated. The government has a significant role to play in cultivating the minds of the country's youth. As noted in previous chapters, unemployment amongst South Africans is at alarmingly high rates. Creating employment opportunities may be the best defence against widespread poverty. Entrepreneurship not only offers one the opportunity to generate a sustainable income but also allows for the creation of further employment opportunities. There is a need to investigate the degree of effectiveness of government initiatives in encouraging and equipping aspiring entrepreneurs with the correct mix of skills, information, and resources to succeed in the modern-day economy.

6.7. Concluding remarks

The culmination of this study presented a summary of the key challenges and opportunities for the development of the township economy. The researcher demonstrated how the findings contributed to achieving the objectives of this study. The study revealed the economic challenges that the youth face in the start-up and management of their businesses in the township. Importantly, the findings uncovered that the challenges went beyond a lack of capital as suggested by the entrepreneurs. The study revealed the importance of adopting SCM as a strategic tool to effectively manage and develop businesses. SCM expands beyond one's organisation and encompasses the flow of information, goods, and services from supplier to end-user. The adoption of a holistic view of the roles played by different stakeholders in a network allows for greater management of expectations through controlled, value-adding processes. The study further emphasized the need for businesses to understand the markets in which they operate. Understanding market requirements contribute to effective planning, sourcing, and delivery of value that meets and/ or exceeds customer expectations. The study uncovered factors that influence the development of SMMEs. The researcher further acknowledged gaps in the literature and made recommendations for future research.

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List of Appendices

Appendix A – Informed Consent to Participate

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL

For research with human participants

Information Sheet and Consent to Participate in Research

Date:

Greetings,

My name is LUNGA INNOCENT QHWAGI a master's degree student from the School of Management, IT and Governance of the University of KwaZulu-Natal.

You are being invited to participate in a study that involves research entitled: **Youth entrepreneurship challenges and opportunities in South Africa: A case of Klaarwater township**. The aim and purpose of this research is to identify the challenges, difficulties, and opportunities that young entrepreneurs face in running their businesses and shed light on how the best practices in supply chain management may invigorate trade in the township's economy

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number - HSSREC/00001946/2020).

In the event of any problems or concerns/questions you may contact the researcher at (provide contact details) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville
Campus Govan Mbeki Building
Private Bag X 54001
Durban 4000 KwaZulu-Natal, SOUTH
AFRICA Tel: 27 31 2604557- Fax: 27 31
2604609
Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely

LUNGA INNOCENT QHWAGI

CONSENT TO PARTICIPATE

I _____ (Name in full) have been informed about the study entitled “**Youth entrepreneurship challenges and opportunities in South Africa: A case of Klaarwater township**” by Lunga Innocent Qhwagi.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher via cell phone/ email at 0719296981/ 214525475@stu.ukzn.ac.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus Govan Mbeki Building

Private Bag X 54001 Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

Signature of Participant

Date

Signature of Witness

(Where applicable)

Date

Signature of Translator

(Where applicable)

Date

Appendix B – Informed Consent to Participate (Translated)

IKOMIDI LESIMILO LEZOKUCWANINGA NGESAYENSI YEZENHLALO LASEUKZN
(HSSREC)

ISICELO SEMVUME YOKUZIPHATHA

Ocwaningweni nabahlanganyeli abangabantu

Ishidi Lemininingwane Nemvume Yokubamba Iqhaza Ocwaningweni

Usuku:

Ngyabingelela,

Igama lami nginguLunga Innocent Qhwagi umfundi wemasters kwiSchool of Management, Information Technology and Governance eNyuvesi yaKwaZulu Natal.

Uyamenywa ukuthi ubambe iqhaza ocwaningweni olugxila kwizinselelo namathuba abhekene nosamabhizinisi abasebasha emalokishini aseNingizimu Afrika. Isihloko salolucwaningo sithi “Youth entrepreneurship challenges and opportunities in South Africa: A case of Klaarwater township. Inhloso yalolu cwaningo ukuhlola nokuveza izinselelo kanye namathuba abhekene nosamabhizinisi abasebasha futhi lolu cwaningo luzoveza nemikhuba emihle yezokuthengwa kwempahla engahlomulisa umnotho waselokishini.

Lolu cwaningo luye lwabuyekwezwa ngokokuziphatha futhi lwagunyazwa yiKomidi Lezokuziphatha Kwabantu kanye neSayensi Yezenhlalo e-UKZN (inombolo yokugunyezwa_(HSSREC/00001946/2020).

Uma kuba nezinkinga noma ukukhathazeka/ imibuzo, ungaxhumana nomcwaningi ngocingo ku07199296981/ nge-imeyili ku 214525475@stu.ukzn.ac.za noma iKomidi Lokuziphatha Lokucwaninga ngeSayensi Yezenhlalo Nezomphakathi e-UKZN (UKZN Humanities & Social Sciences Research Ethics Committee) kulemniningwane ebhalwe ngezansi:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban 4000 KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Ukubamba kwakho iqhaza ocwaningweni kungokuzithandela futhi ngokubamba iqhaza unikeza umcwaningi invume yokusebenzisa izimpendulo zakho. Ungenqaba ukubamba iqhaza noma uhoxe ocwaningweni nganoma isiphi isikhathi ngaphandle kwemiphumela emibi. Ngeke kube khona nzuzo yemali ngokubamba iqhaza ocwaningweni. Umcwaningi kanye neSchool of Management, IT and governance uzogcina ukungaziwa kwakho kuyimfihlo futhi izimpendulo zakho ngeke zisetshenziswe ngaphandle kwalolu cwaningo.

Yonke imininingwane, ekwikhompiyutha nebhaliwe ephepheni, izogcinwa ivikelelwe ngesikhathi salolu cwaningo kuze kube isikhathi semnyaka emhlanu (5). Emva kwalesikhathi, yonke imininingwane yalolu cwaningo izosulwa ilahlwe.

Uma unemibuzo noma okukukhathazayo mayelana nokubamba iqhaza ocwaningweni, ngicela ungithinte noma umphathi wami wocwaningo ngezinombolo ezibhalwe ngenhla.

Ngobuqotho

LUNGA INNOCENT QHWAGI

Imvume Yokubamba Iqhaza

Mina _____ (igama) ngazisiwe ngocwaningo olunesihloko esithi “Youth entrepreneurship challenges and opportunities in South Africa: A case of Klaarwater township” olwenziwa umncwaningi ULUNGA INNOCENT QHWAGI.

Ngiyaziqonda izinhloso nezinqubo zesifundo.

Nginikezwa ithuba lokubuza imibuzo mayelana nalolu cwaningo futhi ngathola izimpendulo ezinganelisayo.

Ngiyaqinisekisa futhi ngiyavuma ukuthi ukuzibandakanya kwami kulolu cwaningo kungokuzithandela ngokuphelele nokuthi ngingahoxa nganoma yisiphi isikhathi ngaphandle kokuthinta noma yiziphi izinzuzo emgizijwayele.

Uma ngineminye imibuzo/ ukukhathazeka noma imibuzo ehlobene nesifundo ngiyaqonda ukuthi ngingaxhumana nomcwaningi ku0719296981/ 214525475@stu.ukzn.ac.za .

Uma nginemibuzo/ ukukhathazeka ngamalungelo ami njengomhlanganyeli wocwaningo, noma uma ngikhathazekile ngenxenye yocwaningo noma kubaphenyi ngingaxhumana:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban 4000 KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Imvume eyengeziwe, lapho kufanele khona

Ngalokhu nginikeza ngemvumi yoku:

Qopha umsindo wengxoxo yami/ iqembu lokugxila

YEBO/ CHA

Isiginesha Yombambiqhaza

Usuku

Isiginesha Yofakazi

Usuku

(Lapho kufanele khona)

Isiginesha Yomhumushi
(Lapho kufanele khona)

Usuku

Appendix C – Research Instruments

Voluntary Electronic Interview Questions

- **Introductory Questions**

1. What led you to start your own business?
2. What are the steps you took to start your business?
3. How long has your business been in existence for?

- **What are the economic and social challenges faced by young entrepreneurs in townships?**

4. Please describe how easy/ difficult it was to obtain start-up capital for your business.
5. Please describe how, if at all, supportive your family/ friends were of your entrepreneurial pursuits.
6. Please describe how the community responded to you opening a business?

- **What are the supply chain operational challenges faced by young entrepreneurs in townships?**

7. Please describe the plan, if you have one, which guides the running of your business?
8. What steps did you take in deciding what to produce/ sell?
9. What are some of the challenges you experienced in producing/ sourcing the goods you sell?
10. What steps do you take to ensure that you have enough stock to cater for demand?
11. What steps do you take to ensure that the community knows about your product/ service offerings?
12. If you have one, please describe the process that you have in place to deal with complaints/ returns by customers? If you don't have one, why is there no process to manage complaints/ returns?
13. Please describe in detail if any post purchase support is offered to your customers?

- **To what extent can sociodemographic factors influence propensity towards entrepreneurial practices amongst the youth in South African townships?**

14. To what extent do you think living in a township, away from the city centre and business districts, has influenced your desire to start a business?

15. To what extent do you think the relationships you have with people in the community make it easier/ more difficult to run your business?

- **To what extent can government interventions increase trade and propensity towards entrepreneurial practices amongst the youth in South African townships?**

16. Are you aware of any government initiatives that are aimed at aiding businesses in South African townships? If yes, please describe

17. What kind of assistance, if any, do you think the government should provide to entrepreneurs in townships to increase economic activity in these areas?

18. How has the Covid19 Pandemic and lockdown regulations set out by the government affected the day to day running of your business?

19. Please describe your plan to keep the business running in the foreseeable future.

Voluntary Electronic Focus Group Discussion Questions

1. How long have you been purchasing goods/ services from “Business A?”
2. What makes “Business A” your preferred shop over the rest of the businesses in the community?
3. To what extent do you believe the businesses in the community meet the demands of the community?
4. What are the challenges that you have experienced in transacting with the businesses in the community?
5. To what extent do you think the community would like to see these businesses grow?
6. To what extent do you think it is important for the youth to be involved in entrepreneurship?
7. What kind of aid, if any, do you think is needed to drive economic activity in the community?

Appendix D – Research Instruments (Translated)

Imibuzo yengxoxo ephakathi kwomcwaningi nosomabhizinisi

- **Imibuzo yesingeniso**

1. Yini ekuholele ekutheni uqale ibhizinisi lakho?
2. Yiziphi izinyathelo ozithathile ukuze uqale ibhizinisi lakho?
3. Linesikhathi esingakanani likhona ibhizinisi lakho?

- **Yiziphi izingqinamba zezomnotho nezenhlalo ezibhekene nosomabhizinisi abasebasha emalokishini?**

4. Ngicela uchaze ukuthi kwalula/ kwakunzima kangakanani ukuthola imali yokuqala ibhizinisi lakho.
5. Ngicela uchaze ukuthi umndeni/ abangani bakho bakweseka kanjani ekuqaleni ibhizinisi lakho.
6. Ngicela uchaze ukuthi umphakathi wakuthatha kanjani ukuvulwa kwebhizinisi lakho.

- **Yiziphi izinselelo zokusebenza kokuthengwa kwezimpahla ezibhekene nosomabhizinisi abasebasha emalokishini?**

7. Ngicela uchaze kabanzi ngohlelo, uma unalo, oluqondisa ukusebenza kwebhizinisi lakho.
8. Yiziphi izinyathelo ozithathile ekuthatheni isinqumo sokuthi uzokhiqiza/ uzothengisa impahla enjani?
9. Yiziphi ezinye zezinselelo ohlangabezane nazo ekukhiqizeni/ ekutholeni izimpahla ozithengisayo?
10. Yiziphi izinyathelo ozithathayo ukuqiniseka ukuthi unesitoko esanele ukumelana nokufunwa amakhasimende akho?

11. Yiziphi izinyathelo ozithathayo ukuqiniseka ukuthi umphakathi uyazi ngomkhqizo/ngeminikeloyakho?
12. Uma unayo, ngicela uchaze kabanzi ngenqubo onayo yokubhekana nezikhalazo/ ukubuyiselwa kwempahla ngamakhasimende. Uma ungenayo, kungani kungekho nqubo yokuphatha izikhalazo/ izimbuyiselo?
13. Ngicela uchaze kabanzi ngokuningiliziwe uma kukhona ukuxhaswa kokuthenga okunikezwa amakhasimende akho emva kokuthenga.

- **Ingabe izici zesimo senhlalo yabantu zingaba nomthelela ongakanani ekuthambekeleni ekusebenzeni kwamabhizinisi Phakathi kwentsha emalokishini aseNingizimu Afrika?**

14. Ngabe ucabanga ukuthi ukuhlala elokishini, kude nasenkabeni yedolobha kanye nesezifundeni zamabhizinisi, kube nomthelela onjani esifisweni sakho sokuqala ibhizinisi?
15. Ucabanga ukuthi ubudlelwano onabo nabantu emphakathini benza kube lula/ nzima kakhulu ukuqhuba ibhizinisi lakho?

- **Ukungenelela kukahulumeni kungakhuphula ngezinga elingakanani ukuhweba nokuthambekela ekubhekaneni nezindlela zokuzibandakanya kwezamabhizinisi entsheni emalokishini aseNingizimu Afrika?**

16. Ngabe uyazi noma yiziphi izinhlelo zikahulumeni ezihlose ukusiza amabhizinisi emalokishini aseNingizimu Afrika? Uma kunjalo, ngicela uchaze kabanzi ngolwazi lwakho.
17. Yiluphi usizo, uma lukhona, ocabanga ukuthi uhulumeni kufanele alunikeze osomabhizinisi emalokishini ukuze bandies imisebenzi yezemnotho kulezi ndawo?
18. Imithetho yobhubhano lweCovid19 kanye ne-lockdown ebekwe nguhulumeni ikuthinte kanjani ukusebenza kwebhizinisi lakho usuku nosuku?
19. Ngicela uchaze kabanzi ngohlelo onalo lokugcina ibhizinisi lakho liqhubeka libenekusasa elibonakalayo.

Imibuzo yengxoxo ephakathi kwomcwaningi namakhasimende

1. Unesikhathi esingakanani uthenga izimphahla/ izinsiza kwa”Business A?”
2. Yini eyenza u”Business A” ube isitolo sakho osithandayo kunawo wonke amanye amabhizinisi emphakathini?
3. Mawubuka amabhizinisi aselokishini ayakwazi noma ayehluleka ukumelana nezimfuno zomphakathi?
4. Ngicela uchaze kabanzi ngezinsalelo osuke wabhekana nazo ekusebenzelaneni namabhizinisi emphakathini
5. Ngokubona kwakho, umphakathi ungathanda ukubona amabhizinisi aselokishini akhule aze abe mangakanani?
6. Mawubuka kubaluleke kangakanani ukuthi intsha ibambe iqhaza kwezamabhizinisi?
7. Yiliphi uhlobo losizo, uma lukhona, ocabanga ukuthi luyadingeka ukuqhuba imisebenzi yezomnotho emphakathini?

Appendix E – Ethical Clearance Certificate



04 February 2021

Mr Lunga Innocent Qhwagi (214525475)
School Of Man Info Tech & Gov
Westville Campus

Dear Mr Qhwagi,

Protocol reference number: HSSREC/00001946/2020

Project title: Youth entrepreneurship challenges and opportunities in South Africa: A case study of Klaarwater township

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 07 September 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 04 February 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

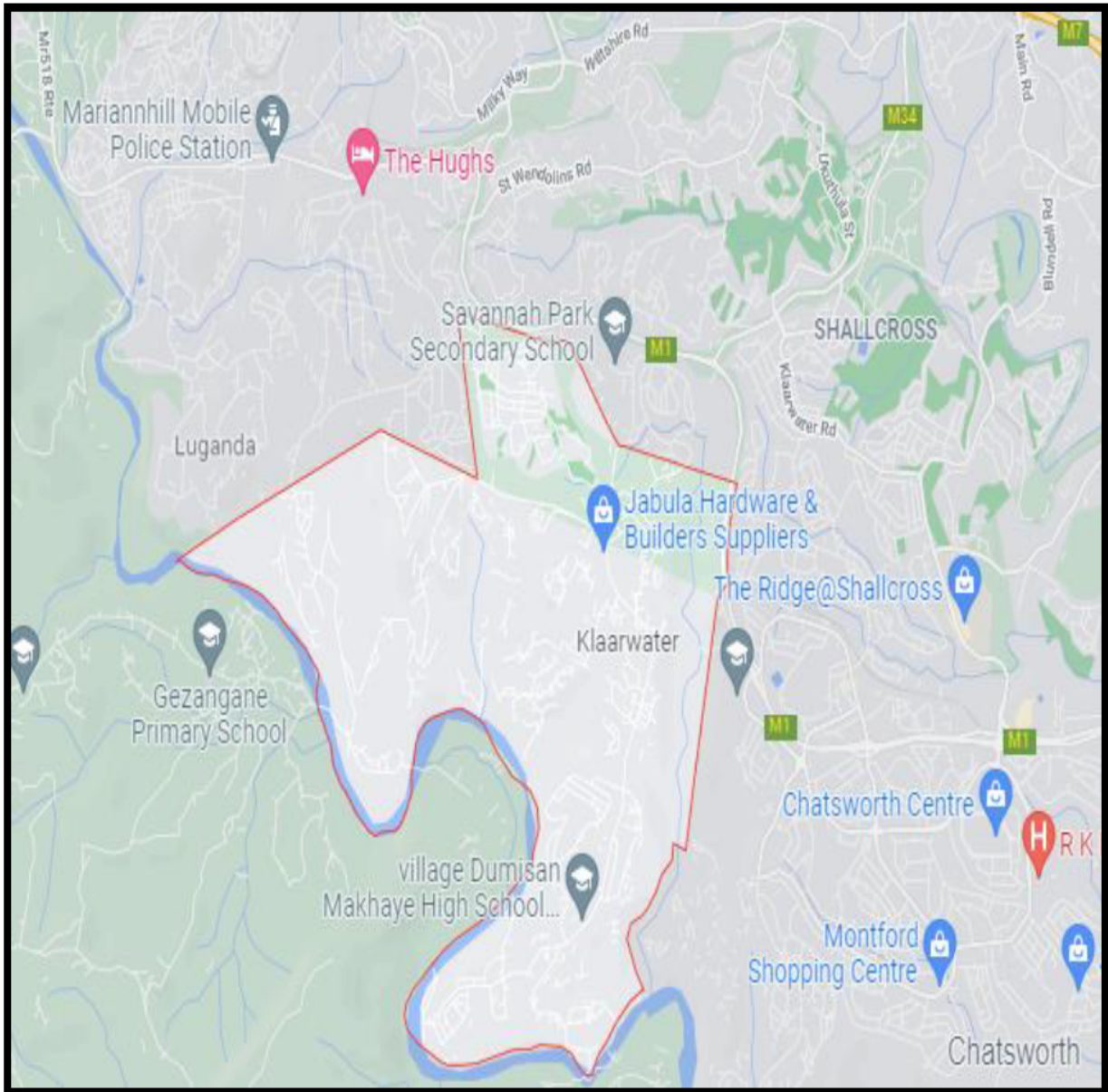
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Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS

Appendix F – Map of Klaarwater



Appendix G – Language Editing Certificate



EDITORIAL CERTIFICATE

AUTHOR: LUNGA QHWAGI

**Documents Title: Youth Entrepreneurship Challenge And Opportunities: A Case Of
Klaarwater Township**

Date issued 09/09/2021

BEIN GLOBAL DESK

This document certifies that the above manuscript was proofread and edited by

Dr. Nkeleme Emmanuel I

The document was edited for proper English language, grammar, punctuation, spelling, and overall style. The editor endeavored to ensure that the author's intended meaning was not altered during the review. All amendments were tracked with the Microsoft word 'track changes' features. Therefore the authors had the option to reject or accept each change individually

Kind regards



Dr. N Emmanuel Cell: 0736262206

Editor