

A Comparative Study of Home-based versus out-of Home Mumpreneurship Ventures Challenges in Botswana

Clever Gumbo and Sametsi Ditshupo

The purpose of this paper is to present empirical research that was done on Botswana women in business (mumpreneurs). This study will attempt to fill the gap prevailing in the extant literature by establishing mumpreneurship challenges encountered by Home-based versus out-of home based ventures in Botswana. An increase in women's educational levels, and decline in men's earnings are some of the factors that have contributed to the surge of women in the workforce (formal or informal). Responding to the needs of the family, many of these women are mum entrepreneurs, or "mumpreneurs." Mumpreneurs are female business owners who actively balance the role of mum and the role of entrepreneur. Botswana mumpreneurs possess some commonly observed qualities that can, and often do enhance their competitiveness: they can identify good business ideas, run the business with determination, and streamline processes efficiently. We adopted a qualitative research in which we collected data through semi structured interviews. Data was collected from 13 identified mumpreneurs who were purposively selected from Gaborone area. Our findings established that both home based and out of home Botswana Mumpreneurs encounter five main challenges: business environment, government and institutional, societal (society, self, family), financial and ethical challenges . We also suggest possible strategies for the enhancement of mumpreneurship sustainability.

Key words: Mumpreneurship; Mumpreneurs; Business challenges, Home based businesses; Out-of home businesses.

Introduction

Global Entrepreneurship Monitor (GEM) (2007) identified that women signify more than third of all entrepreneurs in the world (Nel, Maritz & Thongprovati, 2010). Woman's decision to be an entrepreneur has a positive implication as it provides an empowering choice that provides an alternative to careers within male dominated organisations and offers greater flexibility, opportunities for creativity and self fulfillment (Lewis, Harris. Morrison & Ho, 2015).The Small Medium and Micro Enterprises (SMMEs) category in which most women entrepreneurs operate are observed as the main sources of jobs, they create entrepreneurial spirit and promote innovation not only in developed nations, but more importantly in developing nations (Hani, Rachmania, Setyaningsih & Putri, 2012).In developing nations like Botswana, women have demonstrated ability to start and successfully run businesses (Hani *et al.*, 2012). Megionline (2012) mentioned that Botswana 2011 Population and Housing Census has revealed that for every 100 women there are 96 men, implying that there are more women than men in Botswana. Mumpreneurs create new business around their family environment (Nel *et al.*, 2010). The convergence of personal and family life in entrepreneurship has permeated discussion on the growing gender and entrepreneurship literature (Harris, Morrison, Ho & Lewis, 2008).

There has been an increase in the number of women entrepreneurs throughout the world who participate in early stage entrepreneurial activity and establish themselves as owners (GEM 2007). Over 75% of SMMEs operating in Botswana are women owned (Modisane, ny). Women businesses are represented in all Botswana economic sectors that includes catering, transport, manufacturing, supplies companies (Modisane, ny). GEM (2007) affirmed that women in entrepreneurial activity gain higher profits than men and this suggests that women have a greater sense of leadership characterized by better governance and management practices (Allen, Elam, Langowitz & Dean, 2007). Mumpreneurs are a group of entrepreneurs who deserve special attention as they are perceived to be breaking a new ground in their business practices by re-defining their entrepreneurial identities as those who attempt to find congruence between their role as “good mothers” and “good business women” (Ekinsmyth, 2011).

During the last decade, the number of Botswana women who were engaged in business has been observed to have increased significantly (Hani *et al.*, 2012). The emergence of the concept “mumpreneurs” which describes mothers who start and manage business ventures, has led to many mothers owned ventures being established (Nel *et al.*, 2010). Women entrepreneurs play a significant role in contributing to the growth of Botswana economy and the general global economies (Nel *et al.*, 2010). The uniqueness of mumpreneurs is mainly about balancing work and life, getting a sense of satisfaction with oneself, financial independence, gaining respect to equalise gender imbalances (Nel *et al.*, 2010). The term entrepreneur has been applied to the founder of a new business or person who started a new business where there was none before (Hani *et al.*, 2012). Entrepreneurship is the process of starting a business and successfully managing that business (Hani *et al.*, 2012). Entrepreneur perceives an opportunity and exhibits potential to exploit the opportunity (Hani *et al.*, 2012). According to Schumpeter (1934), entrepreneurship results in new industries and in new combination of currently existing inputs. An entrepreneur is an individual who organizes or operates a business or businesses (Hani *et al.*, 2012). This study investigates challenges that are encountered by home based and out of home mumpreneurs.

Background of Botswana

Botswana is a small country in the southern part of Africa with an estimated population of 1.7million in 2004 ([Statistics Botswana](#)). Poverty is high among Botswana women headed households as 46% of female headed households are living in poverty compared to 27% of male headed households (UNICEF, 2011). According to Statistics Botswana (2011) 52% of households were male headed while 47.5% were female headed. An analysis of Botswana statistics since 1971 shows a decline in marriage rates from 47.1% among men to 18.8% in 2011, and from 42.9% among women to 17.9% ([Weekend post, 2015](#)). This indicates the magnitude of unmarried women. This study was done in Gaborone the capital city of Botswana, with an estimated population of 421,907 inhabitants at the 2011 census.

The Study

The study on which this paper is based came about because of our wish to understand the challenges encountered by mumpreneurs. Promoting women entrepreneurship requires more effort to be directed towards that hinder women entrepreneurs' success

in Botswana (Aslam, Latif & Aslam, 2013). It is our conviction that this study is of significance as it has highlighted growth inhibitors or challenges towards mumpreneurship in Botswana. A lot of effort done by other scholars is evident in the extant literature. To the best of our knowledge, there is a gap in literature providing a comparative study between home-based and out of home based women run ventures in Botswana. In an effort to establish the challenges encountered by Mumpreneurs in Botswana this study avails an attempt to address the following research questions: What are the challenges faced by home based and out of home Botswana Mumpreneurs ventures? and What are the possible strategies to harness the challenges encountered by Botswana Mumpreneurs?

Literature

Definition of Mumpreneurship

The Mumpreneurship concept is often associated with the objective of simultaneously being a good mother and a good business owner (Sheikh & Yousafzai, 2015). Mumpreneurship is the creation of a new business venture by women who identifies as both a mother and a business women, who is motivated primarily by achieving work life balance and picks an opportunity linked to the particular experience of having children (Richomme-Huet, Vial & d'Andria, 2013)

Mumpreneurship constitutes a strong affirmative action in terms of their identity and dual role in society (Richomme-Huet *et al.*, 2013). As most Mumpreneurs start business from home in an effort to work around children, which is in line with good motherhood as constructed by social norms of the society, it affects the performance and growth opportunities of the business run by these women (Sheikh & Yousafzai, 2015).

Mumpreneurship is a form of entrepreneurship driven largely by the desire to achieve 'work-life harmony' through an identity orientation that blurs the boundary between the roles of 'mother' and "business woman" (Ekinsmyth, 2011). Mumpreneurship is a new emerging trend that takes on the concept of entrepreneurship into family businesses and it is a part of female entrepreneurship (Nel *et al.*(2010). The mumpreneurship concept contradicts and challenges the assumption, prevalent in entrepreneurship literature, that economic growth is the *raison d'être* of entrepreneurship and it is an emergent phenomenon, which is yet to settle on a widely accepted definition or be researched from a social scientific point of view (Korsgaard, 2007). Mumpreneurship can be defined as "a new business venture by a woman who identifies as both a mother and a business women, is motivated primary by achieving work life balance and picks an opportunity linked to the particular experience of having children" (Richomme-Huet *et al.*, 2013:267). Other scholars for example Jean and Forbes (2011) view mumpreneurs as women who have at least one child at the time of business startup and who is the owner of at least 50% of a business.. Ekinsmyth (2011) defines mumpreneur as an individual who discovers and exploits new business opportunities within a social and geographical context that seeks to integrate the demands of motherhood and business-ownership. Mumpreneurs are women who start their own new ventures besides taking a role of being a mother. Nel *et al.*(2010). Mumpreneurs mostly live as a couple, they are less educated, they either have no previous work experience or they engage in activities different from their previous profession, for example, after having been a house wife, a salaried top manager, in paid employment,

a chosen leave of absence or by choice after a long period of unemployment (Richomme-Huet *et al.*, 2013). Mumpreneurship definition is comprised of three main characteristics: identity (identity orientation that blurs the boundary between the role of mother and businesswomen), motivation (women are driven by desire to achieve work life harmony), and opportunity recognition (opportunity identification is linked to the particular experiences of having children) (Richomme-Huet *et al.*, 2013).

Challenges encountered by Mumpreneurs

Most challenges encountered by mumpreneurs seem to be more experienced by out of home ventures. Challenges offered in this part of study covers a broad spectrum of literature; some could be experienced by home based entrepreneurs as well. Business success for women in Botswana is determined by the socio-cultural contexts (Ntseane, 2004). As Botswana women entrepreneurs aspire to grow, challenges confronting them, such as gender discrimination, lack of recognition for unregistered businesses, and discrimination in funding are prevalent (Ntseane, 2004). Self employment has been described as a dual pathway for women to a meaningful engagement with economic empowerment and the maintenance of family obligations (Lewis *et al.*, 2015). Women reportedly possess traits and capabilities that enhance the possibility of success in the boundaryless cases (Ibarra, 2003). Botswana women are not powerless; the balance of power is overwhelmingly in the men's favor (Ntseane, 2004).

Ntseane (2004) observed that Botswana society appreciates the qualities of hard work, intelligence, courage and economic responsibilities shown by mumpreneurs but men still do not value women. Boundaryless career defines mothers transferring to self employment, as having a structured yet fluid form that embodies components that both bind and empower them in their life as entrepreneurs and mothers (Lewis *et al.*, 2015). Scholars have observed that unlike the traditional belief that women are not the same as men, gender difference is no longer a barrier to run a business and become entrepreneurs (Hani *et al.*, 2012). Women are the most disadvantaged group in terms of employment levels in most societies (Hani *et al.*, 2012). Women are not only disadvantaged in terms of education, but also working women often get the discrimination salary that is usually lower than men (Hani *et al.*, 2012). Scholars have observed and are convinced that women are equally able to identify and seize potential business opportunities (Hani *et al.*, 2012). Regulatory institutions such as government policies, social welfare, education and tax can directly or/and indirectly affect operations of Mumpreneurs (Sheikh & Yousafzai, 2015).

Barriers to women entrepreneurs' development include: women enterprises have a bottleneck in securing financial support, environmental constraints hinder the spread of women business, women lack time to run their businesses, and they encounter intense competition (Hani *et al.*, 2012). A United Nations (UN) (2000) women survey of six countries revealed that lack of capital is a critical hindrance in Botswana businesses start-up and during development stages (Gobagoba & Littrell, 2003). Other challenges encountered by Botswana Mumpreneurs include insufficient management skills, lack of market information, limited information on appropriate technology development, acquisition of adequate premises, and difficulty in networking (Gobagoba & Littrell, 2003). Other scholars came up with another combination of mumpreneurship challenges for example Nel *et al.* (2010) mentioned that mumpreneurs challenges include: starting ventures with lack of appropriate knowledge, resource constraints, stereotypes, balancing work and life, and limited networking. Five main challenges mainly

encountered by mumpreneurs as established by O’Gorman (2001) include: a) getting started with lack of business knowledge, b) resources constraints (distinct lack of finance as most mumpreneurs start their venture from their own savings, with minimum or zero external funding), c) women stereotype (as women and men have different perspectives regarding how they view the world, they react differently to given situations, they are more risk averse than men), d) balancing work and life (it is not easy to balance business with responsibilities of raising children, women in most societies still face traditional obligations regarding their role within family and the time to be spent at home) , and e) fewer networking opportunities as there are less opportunities to access information and social networks, women have less time for both informal and formal networking (GEM, 2007; Ibarra, 1993). Mumpreneurs ventures are heavily constrained by the institutional support in terms of child care provisions, training and financial support (Sheikh & Yousafzai, 2015). On another note, women in business encounter problems like personnel, finance and marketing (Aslam *et al.*, 2013). In a study done by Aslam *et al.* (2013) on Lebanese women entrepreneurs, it was found that problems encountered by entrepreneurs can be categorised into three main categories: micro, meso and macro:

a) Micro challenges include opportunity identification, motivation, and performance and financing,

b) Meso problems include unwritten rules of conduct and behaviours based on norms, values, social roles, family values, religious beliefs and legitimacy of self employment while

c) Macro challenges refer to situations when mumpreneurs face legal environments and economic environmental problems. In a similar study done in Syria, it was found that mumpreneurs problems include limited access to finances, lack of knowledge and the knowhow to manage the business, flexibility, profitability analysis, quality controls, financial and technical management (Aslam *et al.*, 2013). Building a shared vision for the future and reconciling inevitable conflicts become increasingly difficult, if not impossible (Ward, 1997).

Ward (1997) ranked the six most powerful challenges to women run business ventures as:

(a) Maturing business life cycles and increasing competition

(b) Limited capital to fund both family needs and business growth needs

(c) Weak next-generation business leadership

(d) Entrepreneurial leadership’s inflexibility and resistance to change

(e) Conflicts among sibling successors

(f) Incongruent family goals, values, and needs

Home based Businesses challenges

Home based entrepreneurs encounter diverse challenges which include personal risk of failure, higher degree of personal commitment to the success of the firm, a lower degree of structure, predictability, and support as well as the need to perform multiple functions (Ward, 1997)

Family involvement has potential to generate internal pressure in an effort to apportion more time to meet family role demands (Parasuraman *et al.*, 1996). Due to the family role demands, most Batswana women home based owned businesses fail at introduction or initial stages of the business life cycle because business women fail to separate business resources from family assets (Ntseane, 2004). Research indicates

that although there is freedom enjoyed by mumpreneurs working at home, they work long hours, experience work-family conflicts and are susceptible to stress reaction. "Work-family conflict is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Parasuraman *et al.*, 1996: 282). Home based businesses fail due to the fact that they allow their ventures to be destroyed, due to the incompetence of venture owners/managers.

In majority family settings, Batswana women are expected to seek permission from their husbands, fathers, uncles, or even brothers to engage in business for example to travel long distances to go and sell or buy their business products (Ntseane, 2004). Home based businesses fail since, in majority of cases, owners of venture managers do not make the decisions needed to ensure the strength of their companies in an ever-changing, even more complex world (Ward, 2011). Growth is difficult for home based family owned businesses because of maturing markets, intensifying competition, and changing technology. Burdensome family responsibilities hinder the mumpreneurs ability to devote more time and expected energy to the business (Parasuraman, Purohit, Godshalk & Beutell, 1996). "Women entrepreneurs who operate at home view the freedom and flexibility offered by business ownership as facilitating the pursuit of active career and family roles concurrently" (Parasuraman *et al.*, 1996:277). To establish a well balanced time commitment to work and time commitment to family has always been found to be a significant challenge. Main challenges faced by home based mumpreneurs are time or energy, role conflict and income or money problems (Aslam *et al.*, 2013). The need for mumpreneurs to perform multiple business functions concurrently versus assorted demands from different stakeholders' mumpreneurs may result in experiencing role overload (Parasuraman *et al.*, 1996).

Also Aslam *et al.* (2013) mentioned the hindrances to mumpreneurship growth as including absence of technology know how and corruption. Home based mumpreneurs also experience limited amount of government and institutional support and lack of support from family and society (Aslam *et al.*, 2013).

Theoretical models of home based ventures dynamics and the related empirical research have demonstrated the importance of social support (spouse support) in influencing the wellbeing of mumpreneurs career (Parasuraman *et al.*, 1996). Spouse support has been found to influence women's career choices, career priority and commitment to the business venture (Nel *et al.*, 2010; Parasuraman *et al.*, 1996). There are two types of spouse support that can be offered to home based mumpreneurs: instrumental and informational support (Parasuraman *et al.*, 1996)

Instrumental support refers to the potential help that could be accorded to mumpreneurs by their spouses for example maintenance of business premises, while Informational or emotional support refers to information, advice, affirmation of affection and concern for the receiver's welfare support (Parasuraman *et al.*, 1996). High levels of instrumental and informational support provided by one's spouse has potential to ease the burden of family role demands and this enables the mumpreneur to dedicate less time to the family role and more time to the work role (Parasuraman *et al.*, 1996). However, it has been reported that home based mumpreneurs face social difficulties that is lack of family support, social constraints (for example gender inequality) and lack of entrepreneurial mentality, lack of education and skills and culturally oriented constraints (Aslam *et al.*, 2013). In a study done in India, investigators found that most home based mumpreneurs lack supportive network, financial constraints, lack of skills and education (Aslam *et al.*, 2013).

Informational or emotional support has potential to enhance the mumpreneurs feeling of self efficacy and thereby decrease the severity of work-family conflicts (Parasuraman *et al.*, 1996)

Investment of additional time in the family role diminishes time available for the work role, thereby generating perceptions of family-to-work conflict (Berke, 2003). Also in another study done in Pakistan it was found that home based mumpreneurs are faced with gender neutral and gender related constraints, that is lack of support of family members, lack of established support network, access to capital, lack of business management skills and restrictive government regulations, lack technical skills, gender neutral policies for example discriminatory attitudes by some bankers (Aslam *et al.*, 2013). Berke (2003) mentioned that some stakeholders, for example government officials or bankers, associate home based businesses with lack of seriousness. According to Isidor (2015) home based businesses face a number of challenges including:

- a) Separating work and family life
- b) Not enough space (for operations, parking space for customers)
- c) Not being taken seriously
- d) Cannot do any work (due to local authority by laws and government regulations)
- e) Lack of privacy
- f) Strains in family relations
- g) Working too much
- h) Self discipline or self management

A study by Berke (2003) revealed that home based women businesses have to negotiate work and family using spatial behavioral, temporal, social and psychological strategies to manage internal and external temporal and spatial boundaries.

- a) Spatial boundaries could include the actual physical area, equipment, and furnishings used primarily for work purposes (Berke, 2003)
- b) Behavioral boundaries explore the overlap between domestic/personal life and work activities, for example, driving children to school; house hold members and others making demands on the home based mumpreneur while she is working, such as stopping by to talk; and receiving business calls “after work” or during meals” (Berke, 2003:525).
- c) Temporal boundaries include the scheduling of activities, for example, hours of work done in one block, and rescheduling domestic and work activities, or using tools such as an answering machine to set temporal boundaries (Berke, 2003)

Given that women are subject to patriarchal pressures that underlie their subordination in society, it is argued that being female will affect the experience of self-employment from initiation of the firm, to development of the enterprise through to the manner of daily management challenges

Mumpreneurship potential

As much as entrepreneurial ventures are centered on the founder, there is an increasing awareness that the personal lives of entrepreneurs provide an intertwined effect of entrepreneurial ambitions, motivations, personalities, family and social networks (DeMartino & Barbato, 2002). Ten tips for successful Mumpreneurs in both raising children as well as raising a new business are: Passion and talents drive, Do market research, Go niche with your business plan-fit in with talent and skills, It's the

brand image-target the market for the products, Support from spouse and family, Remember your objective, Build your own networks, Seek resources and knowledge, Deliver every promise, and Managing business growth. There are organisations that offer help to in addressing women specific challenges in Botswana for example Women in Business Association (WIBA), Local Enterprises Association (LEA) and Department of Gender affairs. Personal life, family and career orientations of Mumpreneurs differ significantly from men run ventures (DeMartino & Barbato, 2002). Female entrepreneurs are viewed as significant players for example in GEM (2012), they are now being viewed as new engines for sustainable economic growth. Family connections have significant influence on the resources mobilization and development of business ventures (Harris *et al.*, 2008). The role of a partners and family in establishing entrepreneurial activities can influence success of Mumpreneurs (Harris *et al.*, 2008). Social embeddedness of entrepreneurship places greater importance on founders social ties in identifying opportunities and mobilizing resources (Harris *et al.*, 2008).

Method

A qualitative approach was adopted in which data was collected through semi-structured interviews. We adopted a purposeful sampling strategy which was complemented with some snowballing. The empirical data for this study were collected from 13 selected Mumpreneurs (See Table 1) who reside in Gaborone. Data was collected through semi-structured interviews. All 13 interviews were held from June to August 2015. One of the researchers had information about women run businesses hence she provided the initial list of five (5) potential participants, and thereafter we were advised of other business women by the participants.

Data collection

We collected data through semi-structured interviews with the identified 13 Mumpreneurs. The interview guide was comprised of three sections: Section A: Personal data; Section B: Motivations and Strategies; and Section C: business challenges. All interviews were done at the business premises of the selected participants. During interviews with 13 participants shown on Table 1, we were able to observe some non-verbal communications, business outlook that complemented the interviews done. Also we were able to clarify some concepts that were not understood during the process.

Table 1: Profiles of Participants

| Participant s | Age range | Business line | Education | Years in business | No. of employees | Home or Out of Home |
|---------------|--------------------------|---|----------------------|--------------------|---------------------------------|---------------------------------|
| 1 | 31 not married | Property and construction | Degree | Less than 5 years | 3 & more are engaged seasonally | Both home based and out of home |
| 2 | 32 not married | Hire Out tents, chairs, tables and cutlery | Form 3 | Less than 5 years | 3 | Home based |
| 3 | More than 62 Married | Bar and Bottle Store, Butchery, Restaurant and Property | Primary (Standard 7) | More than 20 years | 45 | Out of Home |
| 4 | More than 53 not Married | Financial services-medical aid | Masters | Less than 5 years | 12 | Out of Home |
| 5 | More than 53 Married | Flower arrangement shop | Diploma | 5-10 years | 4 | Both home based and out of home |
| 6 | 37 not Married | Financial consultancy | Masters | 5-10 years | 4 | Out of Home |
| 7 | 25 not married | Beauty Saloon | Form 5 | Less than 5 years | 8 | Out of Home |
| 8 | 41 Married | Transport and Retailing | Diploma | 5-10 years | 3 | Home based |
| 9 | 44 not Married | Food/local cuisine | Form 3 | Less than 5 years | 4 | Home based |
| 10 | 31 not Married | Law firm | Bachelor's degree | 5-10 years | 8 | Out of Home |
| 11 | 41 not married | Events management | Diploma | 5-10 years | 3 | Home based |
| 12 | 32 not Married | Training | Masters | Less than 5 years | 3 | Home based |
| 13 | 50 not Married | Services (gymnasium) | Masters | 5-10 years | 12 | Out of Home |

Data analysis

Data collected through the semi-structured interviews were analysed through several stages. The interview guide was translated into Setswana, Botswana official national language as we made it possible to do the interviews in English or Setswana. During the interview introductions, participants were required to choose their language preference whether English or Setswana. All interview stages incorporated processes of constant comparison, whereby data were continually compared and contrasted at each level of analysis; theoretical sampling, where emergent concepts and concerns arose from the data guided subsequent data collection; and theoretical sensitivity, which relied on the researcher's intuitive and interpretive analysis of the data (Birks & Mills, 2010). Data analysis process steps included initial coding and categorization of data (which was done through colour coding), (b) concurrent data generation or collection and analysis, intermediate coding and selective coding. The first stage was open coding which, "in which data was transcribed and broken down into units of meaning" (Charmaz, 2010, 2011 & 2014); Bryant & Charmaz, 2010, 2011). During open coding, the researchers labeled and assigned units of meaning to incidents, actions, and events derived from the data. Intermediate coding occurred as the researchers began identifying preliminary themes and concepts emerging from the data (Barnett, 2012). In this stage we focused on the most significant and frequently occurring codes (Charmaz, 2011). Selective coding was the final stage in which we began merging concepts into thematic categories (Charmaz, 2010, 2011, 2014).

Findings

Findings of this study are presented according to the themes that were identified during data analysis. Mumpreneurship challenges related themes identified were: business related factors, government and institutional related factors, societal (society, self, family) factors, financial and economic factors and ethical factors. Our findings are close to Aslam *et al.* (2013) findings in that women entrepreneurs problems can be divided into three main categories: Entrepreneurial/ business (securing finance, marketing and personnel), social/personal factors (lack of family support, lack of formal education and time constraints) and technical factors (non availability of raw materials, shortage of electricity and lack of skills). The distribution of mumpreneurs is that six (46%) operate outside their homes, five (38%) are home based while two (15%) are both home based and are also out of home. All participants age ranged from 25 to more than 50 years, while their educational level ranged from primary school level to university graduates. All participants had dependent children, and nine (9) mumpreneurs are not married. All had been in business for at least three years and employed three or more workers at the time of the interview. These businesses included property development and construction; hire out tents, chairs, tables and cutlery; Retailing (Bar, butchery, restaurant) and property development, Financial services; Flower arrangement; Financial consultancy; Beauty salon; Transport and retiling; Food /local cuisine; Law firm; Events management; Training consultancy and Gymnasium). Our finding seem to disprove Greene *et al.* (2013) assertion that most women engage in the traditionally viewed as women business which are: retailing, hospitality and services.

Business related challenges

All participants acknowledged the fact that competition is tense as their business lines are mainly dominated by male (Hani *et al.*, 2012). Some of the competitors charge lower rates to win tenders but compromise quality- do sub-standard jobs which ultimately blow up on their faces. Some competitors masquerade as customers to get business intelligence. There are price wars as a result of intense competition. In an effort to emphasise the magnitude of competition Participants 7, 11 and 12 said:

“The magnitude of competition is almost like an overtraded opportunity, the business has evolved as some offer more contemporary products –well designed and modern tents, exclusive chairs, and I am constrained by capital to upscale”

“Competition is fierce – we have unscrupulous competitors – they manage by providing some purported “good” customer service”

“Some competitors undercut prices to retain customers- but in our business we decided to remain professionals instead of fighting based on pricing”

Though competition is necessary, concern is that some competitors use unethical strategies to retain customers and discourage them from switching service providers. Mumpreneurs are encountering unfair competition practices from the males run ventures, as they are already established and more so they have more networking platforms through social gatherings like clubs, bars, sporting activities where most women do not have time for. Participant 1 was of the view that”

“Property and construction is a male dominated industry, some of the competitors charge lower rates to win tenders but compromise quality, they do sub-standard jobs which ultimately blow up on their faces”

Mumpreneurs mentioned that their survival in business is due to their offerings. There is resistance by most customers to change their traditional service providers to switch over to mumpreneurs as they are loyal to their old service providers. Lack of suppliers of wax domestically she ultimately discontinued the decorative candle making aspect of the business. Some mumpreneurs are encountering challenges related to their raw materials since they rely heavily on imports. For example Participant 5 mentioned that "It is becoming expensive to obtain raw materials from South Africa. It is expensive to obtain flowers and roses from South Africa as flowers are couriered and because of the hot weather sometimes the flowers wither. There are no local suppliers or growers of flowers domestically –due to weather challenges-very hot".

Competition is intense because of mushrooming of small firms. Ten of the mumpreneurs acknowledged that they survive through provision of good service to clients for example Participant 10 said

"we do not compete based on price but on the quality of service-that's how they outcompete other competitors"

Mumpreneurs are geared towards provision of value for money for example Participant 1 said

"If the client wants my services, they have to pay appropriately for the good service".

Some local businesses (potential customers) prefer to get services from South African companies and overlook local companies; there is a perception that local services for example training, event managers are inferior. With the advent of intense competition mumpreneurs have to provide unique products and not engage in price wars. Mumpreneurs inform their clientele about the uniqueness of their products offering. Some mumpreneurs have built loyal clientele who value good service.

For mumpreneurs who operate their businesses out of home highlighted challenges that appeared unique to them. Those who operate out of home experience high/expensive rentals and at times they may get some office or industrial space at places which are not ideal for their businesses, for example Participant 8 mentioned that:

"Office space is very expensive, I once rented office space but had to move to home operation because renting space was too expensive".

Five home based participants (participants 2, 8,9, 11 and 12) observed little knowledge by other organisations (their potential customers) as regards their businesses location and offerings, for example companies prefer to organize events using internal resources instead of outsourcing, organisations prefer the already established businesses, instead of engaging some companies for example flower arrangement and training. Home based businesses lack publicity, as they are not using all advertising platforms because they are expensive. Having a home based venture requires one who is able to perform both family and business tasks in a balanced manner, without compromising the other. Mumpreneurs have time management challenges; they are chances of working long hours as they try to balance both categories of demands (business and family roles). Home based venture are isolated in the residential areas and that brings challenges in relation to networking, and some customers may have challenges to have confidence in the home based venture as mentioned by Participants 11 and 12 that:

"We are isolated from the industrial area where most commercial activities are done, some customers lack confidence in home based businesses"

All home based mumpreneurs expressed challenges related to dual responsibilities of being a mother and a business manager at home compromise on efficiency and effectiveness. Mumpreneurs at times encounter challenges in meeting customers' deadlines, meeting business goals and operational targets due the dual responsibilities. Mumpreneurs are characterized by integrating specific contexts such as motherhood for

example household characteristics and family context and meso/micro environmental aspects such as expectations of society, cultural norms, intermediate structures and institutions (Richomme-Huet *et al.*, 2013).

Government and institutional challenges

There are several regulations and bylaws hindering smooth operations of businesses for example, constraints in terms of opening and closing hours for certain business (certain restrictions have been imposed on businesses selling times for example retailers) (Sheikh & Yousafzai, 2015) Building regulations are a constraint to both home based and out of home ventures) as numerous requirements are needed by local authorities for example Participants¹ highlighted that she:

“submitted plans to build the first thatched warehouse in the country, but I was denied growth by local authorities due to local buildings regulations which required that adequate space be provided for entry and exit of big delivery trucks”.

Participant 9 mentioned that

“ I would like to have a permanent structure for selling purposes but the local authorities are preventing them because of government regulations”

It was generally observed that there is lack of support for businesses owned by locals especially women led companies; there is a tendency to support foreign owned businesses at the expense of locally owned ones. In some sectors mumpreneurs observed lack of support for example Participant 1 mentioned that:

“Thatching is not regulated-hence there are no standards that contractors are expected to adhere to, hence there are no quality standards.”

Societal (society, self, family) factors

To combine social obligations and business commitments has been mentioned as one of the leading challenges for example participant 2 said:

“Being a woman and a single mum I have to take care of children, when I’m tendering for my children, my male counterparts are a step ahead. They have ample time to go to bars and other entertainment places to network with their male counterparts while I’m still tendering for my children”. This gives them an edge over businesses run by mums”.

Mums are compelled to balance between running a business and taking care of the children as well as taking care of household chores. Mumpreneurship could also be viewed as a necessity entrepreneurship as it is based both in the necessity of producing an income and the necessity of achieving a work life balance (Richomme-Huet *et al.*, 2013). Participants also highlighted the fact that local employees “Batswana are lazy” as they are not as hard working and committed as foreign employees. Majority of Batswana employees are more into having fun than being committed to working especially that they know that if they do not work they can resort to the extended family for support hence they lack incentive to work hard enough as pointed out by Participant 8:

“Some Batswana have no dreams of going somewhere in life, they always have excuses for not being at work and they claim to know their rights as well”.

All participants subscribed to the notion that local employees reluctance to work hard is based on the fact that they think that they will be enriching business owners. Most Batswana employees are not comfortable to work under pressure, and they easily abscond from work without prior permission. Achieving a balance between raising

children/social activities and work is a big challenge (Richomme-Huet *et al.*, 2013), for example participant 11 mentioned that

“As a self employed woman, I have to sacrifice a lot more than employed woman, working extra hours, entertaining visitors, participating in social functions, while at the same time making sure that employees are well supervised”

Sometimes male entrepreneurs have better networking opportunities than their female counterparts as they have more extra time like sporting, clubbing where they can establish some networks and collaborations. Cultural values frame successful business strategies as Botswana women engaged in business are characterized by non-competitive networks, collective management strategies and informal cross-border trade as main pillars of sustainable business success (Ntseane, 2004). The main observed factors that are likely to impede success of Botswana mumpreneurs are patriarchal control and cultural pressure that counter good business sense (Ntseane, 2004).

Also it was observed that not all family members are supportive of businesses established by mumpreneurs. Children and spouses can be detrimental to the growth of business. For example Participant 3 shared with us that:

“I got into trucking business with my husband (was a marriage of convenience I just wanted a partner to keep my company) but the husband had no business background. Husband was the manager of the transport business-Unfortunately he mismanaged it and it went under. I paid off the transport business debt from other businesses income. I bailed out the business and decided thereafter for the husband to start his own business alone”

Also Participant 8 shared with us that

“I once passed through some challenging moments as I once separated with my husband as he went to stay with another woman. I was pregnant when my husband left; subsequently I gave birth to my baby and thereafter I realized that life was difficult being alone with children responsibilities. That dark moment led me to start my business at home”

The major challenge peculiar to home based mumpreneurs was that of disturbance by children, other family members, and other people who visit mumpreneurs without prior knowledge that they will be busy. Within the Botswana culture, women are considered to be the social leaders, hence are expected to be more active in most social/cultural functions for example: society expect them to participate in food preparation, washing dishes, serve meals during functions like funerals, weddings, marriage ceremonies. This assertion has been confirmed by (Ntseane, 2004) who found that most Botswana women exemplify other African societies, patriarchy reigns as women who engage in businesses are entrepreneurs and domestic servants for their families and society. Mumpreneurs contributed that the challenges are worse with those who are not married mothers as they assume mother and father responsibilities. Women tend not to support one another but prefer to support male owned businesses.

Participant 9 was of the view that men seem to be more successful in securing funding than women even though there are no restrictions in terms of access to funding.

Financial challenges

All participants showed discontentment on the nature and processes involved in an attempt to secure funding for their businesses (Hani *et al.*, 2012). Almost all financial related challenges are common to both home based and out of home based ventures. Businesses that import raw materials or some business inputs, have observed that the costs of inputs for example flowers, cooking gas, gym equipment are in most cases very high for their capability. There is generally an outcry by mumpreneurs as highlighted by Participant 7 that:

“as regards to access to financial support, financiers are not convinced enough to finance the business ideas initiated by women”

Some funders lack trust in women initiated business ideas; this is despite the fact that government has initiated a number of funding opportunities for women empowerment. Six of the participants highlighted challenges related to cash flow when running the business for example

Participant 3 had this to say:

“My husband used business proceeds to finance dubious “businesses” was flashy with ladies hence -we agreed to separate businesses. Unfortunately my husband’s businesses have not been successful. He obtained a loan by using residential property as collateral but as become the norm, the businesses went under and the bank is in the process of repossessing and selling the property to clear the debt”

All participants mentioned that securing finance is a challenge to all of them, and this affects their businesses at all stages of venture life cycle. However scarcity of financial support has more impact to the start-ups as in majority cases, it is difficult to save significant amount to start a business. Start-up mumpreneurs are said to lack collateral security and track record. Cash flow management challenges are prevalent to all mumpreneurs ventures. Participant 9 observed that

“the tendency is that government supports big businesses than small and medium sized businesses for example for government tenders, there are high fees required for tendering and this deters small businesses from participating in big tenders hence hampering their growth”

Access to finance is a challenge especially for upcoming/young businesses and for those who operate in rented premises. So issues of access to finance should be facilitated in order for businesses run by mums to succeed. Mums need to grow their businesses in order to take care of their families. Mumpreneurs who operate outside home (Participants 1, 3, 4, 5, 6, 7, 10 and 13) concurred on the fact that cost of utilities are high, and this leads to increased cost of doing business. Also all those operating out of home experience high rentals-leading to cash flow challenges.

Ethical challenges

Almost all mumpreneurs perceived some “cancerous” scenario in Botswana business environment. Although all participants observed that there is serious level of corruption, Participant 1 narrated that:

“Corruption and solicitation of bribes is rampant in the business environment”.

Twelve of the businesses except Participant 5, are not registered with Public Procurement And Disposal Board (PPADB) because they either fear of solicitation of bribes by the responsible officers or they cannot afford the anticipated bribes. Corrupt practices are said to be more prevalent in construction and related industries. Mumpreneurs clients are not willing to pay for mobilization to facilitate discharge of the tender, and this makes it difficult for mumpreneurs to implement projects successfully. In some cases, mumpreneurs experience some pilferage of stock and cash and this is common when the owner is away as observed by Participant 7 that:

“we get feedback from regular customers that they came to the saloon for some service and will not find a corresponding entry for that particular customer in the daily records”

As regards business premises, mumpreneurs are prone to some unfair practices by the property landlords as they usually offer short-term lease agreements, and sometimes they terminate the lease agreement when they see that the business is flourishing (done out of jealousy). Also some landlords review rentals amounts as and when they wish.

This led Participants 11 and 12 to resort continuing operating at home regardless of the challenges experienced by home based ventures.

Possible strategies for mumpreneurship growth

In view of the observed challenges, mumpreneurs suggested several recommendations which will be discussed in relation to the identified themes namely business environment, government and institutional, societal, financial and economic and ethical.

Business related strategies

All participants felt that knowledge sharing platforms should be provided where successful and already established business persons are given opportunities to present some motivational talks sharing success stories. Women need networking opportunities to help and encourage each other. Our finding is in sync with Ntseane, (2004:42) who mentioned that "Through collaborative and reciprocal competitive networks small businesswomen in Botswana have a chance of success".

According to participants' views, these platforms will also support mumpreneurs in many other business activities like marketing and purchasing.

Government and institutional strategies

Participants were of the view that the Botswana government should relax the immigration laws to allow for employment of foreign workers would go a long way in facilitating access to skilled labour. This will facilitate growth of the business especially that foreign workers are more committed and serious minded than young local employees (restrictions on employment of non-citizens employees is posing a challenge to local businesses especially where skilled and experienced workers are needed. This challenge/constraint thwarts growth prospects of businesses locally. Most participants recommended that there is need to establish a business hub that supports upcoming businesses that may not initially be able to afford full time professionals such as accountants, legal services, marketing, coaching. The hub will essentially provide all business support services to upcoming businesses for a fee. In elaboration of that view Participant 11 was of the view that:

"provision of one stop facility for businesses who cannot afford to have full time professional employees to perform functions such as IT, finance, sales and marketing will be advantageous"

On another note, it was recommended that the government in collaboration with the private sector should consider developing export markets/expansion for the upcoming businesses as this will attract foreign currency to the economy. Since the government is a significant customer, participants suggested the need for the government to provide a tender quota system for businesses run by women as is the case with youth businesses. Strategies towards inculcating entrepreneurship skills at a young age (for example at primary education level) should be adopted. Networking and/or collaborations initiatives can be enhanced by the government in which assistance in finding partners to facilitate growth-in terms of market penetration and expansion of market offerings. Mumpreneurs are advocating for an equal support from the government, unlike the current situation where there is tendency to support youth businesses who create unhealthy price wars by charging unsustainably and unbelievably low prices.

Financial related strategies

Since financial management is a challenge that confronts almost all mumpreneurs, it was recommended that funders should provide training in financial management and financial discipline skills. Building a reputation or track record with financial institutions is key as it can facilitate growth of the business through funding opportunities. Not all mumpreneurs exhibit sound financial management as observed by Participant 9 that:

“some women who operate businesses do not even have bank accounts hence they are hampered from growing their businesses through debt financing”.

In view of financial management skills, participants recommended that support for women owned businesses should be provided by both government and private sector levels. There is need for tailor make financial packages to be designed for women owned businesses as mentioned by Participant 10 that:

“Citizen Entrepreneurial Development Agency (CEDA) should have some funding product for women owned businesses much as they have for young farmers”.

Also participants were of the view that the conditions provided by funders are too stringent, and they suggested that government and other associations should lobby for manageable terms to be extended to mumpreneurs. The need for knowledge sharing cannot be over emphasised, as mentorship and training in management functions like finance, marketing, production and many others should be a continuous activity in an effort to ensure sustainability of businesses. Mumpreneurs commented that business support institutions like Local Enterprises Authority (LEA) are narrowly focused as this was confirmed by Participant 1 who shared with the investigators that:

“I once requested assistance from LEA, and I was declined due to my business line of thatching which they said it is not part of the business lines they support”

Participants suggested that there have to be a special fund to finance women owned businesses as much as there is Youth fund and Young farmers’ fund. There are delays in accessing funding, and mumpreneurs suggested the need to improve the turnaround time. It was also suggested that mumpreneurs should separate home finances from business finances. Keeping proper and up to date financial records of the business should always be encouraged among entrepreneurs; otherwise the business will be beset by cash flow challenges

Ethical related strategies

Mumpreneurs observed that Botswana Government has good initiatives but administrators are a challenge, they induce artificial bottlenecks to those who need government support.

Participant 12 narrated that”

“so government needs to double its efforts to deal with corruption issues more aggressively”

This view was also supported by Participant 2 who said:

“There has to be transparency in government and the business sector-to ensure that funding is granted to businesswomen based on ability and capability instead of whom one knows or what one can offer-(Weed out corruption)”

Conclusion

On the basis of analysis of data and discussion of the study findings it is concluded that majority mumpreneurs in Botswana face similar problems. Our study established that mumpreneurs whether operating at home or out of home face five main challenges related to: business environment, government and institutional, societal (society, self, family), financial and ethical.

Mumpreneurs who operate their businesses out of home highlighted challenges that appeared unique to them:

- Experience high/ expensive rentals and at times they may get some office or industrial space at places which are not ideal for their businesses.

Home based mumpreneurs mentioned that there is little knowledge of their existence by other organisations (their potential customers) as regards their businesses location and offerings

- Home based businesses lack publicity, as they are not using potential promotional channels platforms since they are expensive.
- Having a home based venture requires one who is able to perform both family and business tasks in a balanced manner, without compromising the other.
- Mumpreneurs have time management challenges; they are chances of working long hours as they try to balance both categories of demands (business and family roles).
- Home based venture are isolated as they are located in residential areas and that brings challenges in relation to networking, and some customers may have challenges to have confidence in a home based venture.

Limitations of the study

This study experienced some limitations which were mainly resource based. The study was done in Gaborone the capital city of Botswana. Researchers used their own savings and time to undertake the research. In some cases we visited potential participants several times, made numerous calls until we had opportunities to interview them.

Future research

Basing on our findings as regards challenges encountered by Batswana women entrepreneurs, we found that there are several challenges that hinder their business sustainability. The participants also mentioned their weaknesses which point to the fact that Batswana run business need to benchmark with businesses owned by other nationalities for example Asian run businesses. We therefore suggest future research aimed at comparing Batswana businesses with Asian run businesses. We also observed during the interviews that mumpreneurs were loaded with diverse stresses which are socially and business related. There is need of studies aimed at addressing challenges faced by mumpreneurs. Mumpreneurs have shown significant potential, but are limited by social and business related challenges that may be investigated.

References

Acquah, B., & Mosimanegape, B.(2007). Factors contributing to the performance of Small Business enterprises in Botswana: A case study of Gaborone and Environs. In *A paper presented at the National Conference on the Informal Sector, GICC, Gaborone, Botswana.*

AdeelAnjum, M., Khan, N., Raza, S. A., & Fatima, S. (2012). Problems and Prospects of Women Entrepreneurs: A case study of Quetta-Pakistan. *International Journal of Business and Social Science*, 3(23).

Ahl, H. (2006). Why research on women entrepreneurs needs new directions. *Entrepreneurship Theory and Practice*, 30(5), 595-621.

Allen, I. E., Elam, A., Langowitz, N., & Dean, M.(2007). Global entrepreneurship monitor. *2006 Report on Women and Entrepreneurship*.

Aslam, S., Latif, M., & Aslam, M. W.(2013). Problems Faced by Women Entrepreneurs and Their Impact on Working Efficiency of Women in Pakistan. *Middle-East Journal of Scientific Research*, 18(8), 1204-1215.

Berke, D. L. (2003). Coming Home Again The Challenges and Rewards of Home-Based Self-Employment. *Journal of Family Issues*, 24(4), 513-546.

Birks, M., & Mills, B.(2010). *Grounded theory: A practical guide*, Sage publications, books.google.co.bw/books

Charmaz, K. (2009). *Shifting the grounds: Grounded theory in the 21st century*. In Morse et al. (2009). *Developing grounded theory: The second generation* (125-140). Walnut Creek, CA: Left Coast Press.

Charmaz, K. (2010). *Grounded theory as an emergent method*. Handbook of Emergent methods

Charmaz, K. (2011). *Grounded theory methods in social justice research*. The Sage handbook of qualitative research

Charmaz, K. (2014). *Constructing grounded theory*. Sage.

Coleman. A. (2014).Mumpreneurs': an encouraging identity or belittling to businesswomen

DeMartino, R., & Barbato, R.(2002).An analysis of the motivational factors of intending entrepreneurs.

Duberley, J., & Carrigan, M.(2012). The career identities of 'mumpreneurs': Women's experiences of combining enterprise and motherhood. *International Small Business Journal*, 0266242611435182.

Ekinsmyth, C. (2011). Challenging the boundaries of entrepreneurship: The spatialities and practices of UK 'Mumpreneurs'. *Geoforum*, 42(1), 104-114.

Global Entrepreneurship Monitor. (2007)..South Africa report

Global Entrepreneurship Monitor. (2012).South Africa report

Gobagoba, M. R., & Littrell, M. A.(2003). Profiling micro apparel enterprises in Botswana: motivations, practices, challenges, and success. *Clothing and Textiles Research Journal*, 21(3), 130-141.

Greer, M. J., & Greene, P. G.(2003).Feminist theory and the study of entrepreneurship. *New perspectives on women entrepreneurs*, 1-24.

Greene, P. G., Hart, M. M., Gatewood, E. J., Brush, C. G., & Carter, N. M. (2003). Women entrepreneurs: Moving front and center: An overview of research and theory. *Coleman White Paper Series*, 3, 1-47.

Hani, U., Rachmania, I. N., Setyaningsih, S., & Putri, R. C. (2012). Patterns of Indonesian Women Entrepreneurship. *Procedia Economics and Finance*, 4, 274-285.

Harris, C., Morrison, R., Ho, M., & Lewis, K. (2008). Mumpreneurs: mothers in the business of babies. In *22nd Annual Australian and New Zealand Academy of Management Conference (ANZAM)* (pp. 2-5).

Hunger, J. D., Korsching, P. F., Peter, G., & Reynolds, P.(2000). The Interaction of Context and Founders Motivation to Start a New Venture in a Rural Setting. *Babson College, Wellesley, MA*.

Ibarra, H. (1993). Personal networks of women and minorities in management: A conceptual framework. *Academy of management Review*, 18(1), 56-87.

Isidro (2015) <http://www.powerhomebiz.com/working-from-home/challenges/problems-of-working-at-home.htm>

Lewis, K. V., Harris, C., Morrison, R., & Ho, M.(2015). The entrepreneurship-motherhood nexus: A longitudinal investigation from a boundaryless career perspective. *Career Development International*, 20(1), 21-37.

Monitor, G. E. (2007). 2007 Executive Report

Mwobobia, F. M. (2012). Empowering of Small-Micro and Medium Enterprises (SMMEs): A Case of Botswana. *Business and Management Research*, 1(4), p88.

Nel, P., Maritz, A., & Thongprovati, O.(2010). Motherhood and entrepreneurship: the mumpreneur phenomenon. *International Journal of Organizational Innovation*, 3(1), 6-34.

Ntseane, P. (2004). Being a female entrepreneur in Botswana: cultures, values, strategies for success. *Gender & Development*, 12(2), 37-43.

O'Gorman, C. (2001). The sustainability of growth in small-and medium-sized enterprises. *International Journal of Entrepreneurial Behavior & Research*, 7(2), 60-75.

Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J.(1996).Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior*, 48(3), 275-300.

Puhakka, V. (2006). Effects of social capital on the opportunity recognition process. *Journal of Enterprising Culture*, 14(02), 105-124.

Richomme-Huet, K., Vial, V., & d'Andria, A.(2013). Mumpreneurship: A new concept for an old phenomenon?. *International Journal of Entrepreneurship and Small Business* 25, 19(2), 251-275.

Schindehutte, M., Morris, M., & Brennan, C.(2003). Entrepreneurs and motherhood: Impacts on their children in South Africa and the United States. *Journal of Small Business Management*, 41(1), 94-107.

Schumpeter, J. A. (1934). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle* (Vol. 55). Transaction publishers.

Sheikh, S., & Yousafzai, S.(2015). Institutional embeddedness of Mumpreneurship in the UK: A careers narrative approach

Torimiro, D. O., & Dionco-Adetayo, E. A. (2005). Children involvement in entrepreneurship in rural communities: an attitudinal analysis. *Technovation*, 25(6), 683-689.

Ward, J. L. (1997). Growing the family business: Special challenges and best practices. *Family Business Review*, 10(4), 323-337.

Zhang, Z., Zyphur, M. J., Narayanan, J., Arvey, R. D., Chaturvedi, S., Avolio, B. J., ... & Larsson, G. (2009). The genetic basis of entrepreneurship: Effects of gender and personality. *Organizational Behavior and Human Decision Processes*, 110(2), 93-107.

www.stanbicbank.co.bw Modisane, R (ny)

<http://www.theguardian.com/small-business-network/2014/jul/11/mumpreneurs-businesswomen-buzzword>